



DEI MATTERS

***2023 DIVERSITY, EQUITY
AND INCLUSION REPORT***
MICHELIN NORTH AMERICA



RESPECT FOR ALL PEOPLE IS FOUNDATIONAL TO WHO WE ARE

We are committed to embracing the diversity of our employees, customers and partners and building a culture of belonging in which every person feels valued and where every person has equitable access to opportunities and resources to thrive.

Since our last report, we expanded upon our existing Diversity, Equity and Inclusion (DEI) infrastructure and focused our efforts on identifying the greatest catalysts for change — which were to increase investments in our leaders, diversify our recruiting pipeline and cultivate community and connection within our team.

See what Michelin leaders across North America have to say about DEI at Michelin.



*Historically Black Colleges and Universities (HBCU)
Stem Day at Michelin North America's headquarters, Greenville, S.C.*

Why is DEI important to Michelin North America?

Because the only way to successfully deal with the volatility of the world around us is to rely on the diversity of our People. Each one of us has a unique perspective on the challenges and opportunities we face, and when we share those views and ideas, being our true self, we all feel valued and make smarter decisions.

—*Alexis Garcin,*
President and CEO, Michelin North America, Inc.



Diwali Celebration, Greenville, S.C.

What makes our approach to DEI impactful?

We want to be the best company for our employees; this translates to an environment where everyone can be their authentic selves and can thrive. When we thrive, we bring our best selves to work and are able to have meaningful impact on the company and our community.

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

What is our greatest opportunity today to advance DEI at Michelin?

I want to ensure Michelin is Michelin, everywhere. As we make progress in shaping our culture where everyone belongs, we must strive to ensure it is felt in our day-to-day interactions. That means engaging employees at all levels across the organization to promote inclusion and understanding.

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



Business Resource Group (BRG) Employee Panel, Greenville, S.C.

What is the role of DEI in our manufacturing sites?

DEI is a catalyst for collaboration, igniting the sparks of innovation that drive us forward. By embracing diverse perspectives, creating a safe space, and fostering an environment where everyone can learn, feel supported in their development and empowered to succeed, we unlock new possibilities that propel our long-term growth. Together, we manufacture the future with Care and Tech!

—*Terry Redmile,*
Head of Manufacturing Operations for the Americas



Michelin Canada, Waterville, Nova Scotia

Why does DEI excite you?

Fostering a positive DEI environment encourages everyone to be themselves. It is important for the well-being of everyone to have a sincere caring behavior between each other. It establishes a sense of belonging among people, making them feel valued, connected and productive. It really represents what we believe as a company in the sense of total respect for people.

—*Gilles Gagnon,*
Head of Personnel, Michelin Canada



Special Olympics Award Ceremony, Nova Scotia, Canada
(Gilles Gagnon pictured right)

MICHELIN NORTH AMERICA'S DEI PILLARS AND PROGRESS

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.¹

To improve inclusivity, we refined our hiring process using data to identify potential bias and uncovering opportunities, like team training. [Learn more about Bias Interrupters.](#)

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.

We expanded English as a Second Language (ESL) programs at four of our facilities in South Carolina with English and Spanish classes now open to all employees and to people in the community who want to improve their English skills regardless of employment status. [Learn more about fostering connection and community through language.](#)

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 partnered with suppliers to raise a record \$1 million in 2023 for local community organizations through our Michelin Charity Golf Tournament. [Learn more about the impact of this donation on one non-profit who serves nine counties in western Alabama.](#)

1. Michelin's DEI efforts seek to expand equal opportunity by lowering or removing barriers. Employment decisions are made without regard to race, gender or other characteristic protected by applicable law.

MICHELIN NORTH AMERICA'S DEI AMBITIONS

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

1

Increase women in management in North America to 35%¹

2

Increase women in top management in North America to 35%²



+2%

WOMEN IN MANAGEMENT IN NORTH AMERICA INCREASED NEARLY TWO PERCENTAGE POINTS FROM 2022 TO 2023.

3

Increase the representation of racially and ethnically diverse employees in the U.S. to 50%

4

Increase the representation of racially and ethnically diverse employees in management in the U.S. to 30%



+2%

MICHELIN NORTH AMERICA EXECUTIVE MANAGEMENT IS COMPRISED OF 32% RACIALLY AND ETHNICALLY DIVERSE EMPLOYEES — A TWO-PERCENTAGE POINT INCREASE OVER 2022.

5

Increase overall diversity of women, visible minorities, Indigenous persons and persons with disabilities per the Employment Equity Act of Canada⁴

6

Outpace the global marketplace average on the Inclusivity Index, as measured by an annual employee engagement survey⁵



+2.2

WE INCREASED OUR SCORE FROM 71.8 IN 2022 TO 74 IN 2023, WHICH EXCEEDS THE GLOBAL MARKETPLACE AVERAGE OF 71.

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 Sirotta

ENRICH OUR TEAMS

DE&I IN ACTION

WE REFINED OUR HIRING PROCESS FOR GREATER INCLUSIVITY

Led by Talent Acquisition Director Monica Johnson and Chief Diversity, Equity and Inclusion Officer Tiffane Davis, Michelin North America began, in 2023, to systematically review its approach to recruitment, promotion and retention with the goal of prioritizing inclusivity from the start. Partnering with the University of California, Michelin gathered information on external salaried positions filled in the U.S. and organized the demographic data for the total applicant pool, dividing them into representative groups according to race and gender. This process continued through the hiring funnel by evaluating the diversity of those who applied, who were interviewed, and who were offered positions, with an eye toward consistency and equal opportunity throughout the process.

Informed by data and analysis, Michelin North America's recruiting team then worked to identify opportunities to improve the inclusivity of our hiring process, including training to understand unconscious bias and how it could hinder inclusivity



"It's important that we prioritize inclusivity from the very beginning of someone's career journey at Michelin. I'm proud of the team's commitment to focus on observable facts and demonstrated skills and competencies rather than more subjective factors like perceived fit and similarity."

—Monica Johnson,
Talent Acquisition Director

and limit equal opportunity. The team also reviewed every aspect of Michelin North America's recruitment process from job advertisements to job descriptions to resume evaluation.

"Bias interruption cuts across all groups in one way or another, so the work of the recruiting team and the journey we have begun, will create a more level playing field for everyone," added Tiffane Davis.



WE ARE ENSURING A STRONG AND DIVERSE WORKFORCE FOR THE FUTURE

With a desire to refresh, innovate and inspire, Michelin North America's Strategic University Initiative is a visionary plan to grow and nurture strategic partnerships with colleges, universities and collegiate level professional organizations.

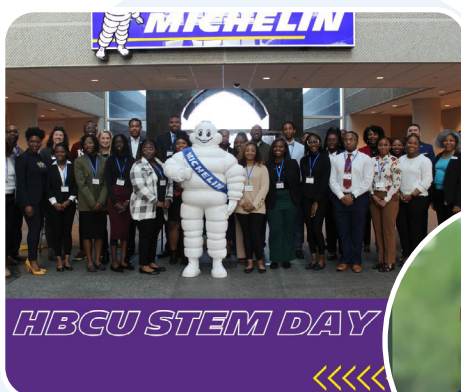
Shifting from ad hoc interactions with colleges and universities to more intentional long-term relationships based on mutual vision will result in securing access to top talent across the career spectrum. In 2023, the team spent a large portion of their time evaluating schools based on student demographics for inclusive representation and rankings by program, location, engineering strength, faculty research, facilities and willingness to work collaboratively.

"Michelin will remain a thriving organization by going deeper and leaving no stone unturned when mining for talent and looking for opportunities to connect and innovate. In 2023, the Strategic University Initiative set the table for what we know will be a brighter, more equitable and more intentional future for our company."

*—Anton Thomas, Director,
Campus Transformation*

The team selected five universities and established KPIs to measure how well Michelin is maximizing the value of these relationships, including student touchpoints, offers, hires, prospects, projects, board memberships, product development contributions and connections.

This initiative helps Michelin to drive technology research and development, create broader business ecosystems, and elevate learning and development opportunities for our employees.



*HBCU - historically black colleges and universities

"The South Carolina Chamber of Commerce HBCU Stem Program strengthens partnerships between the HBCU institutions and industry leaders across the state, providing students access to business leaders. Students are provided inside access to meet business leaders through interactive collaboration sessions. Michelin's partnership with the HBCU Stem Program accentuates our intentional commitment to action and community engagement with the talented and diverse leaders of tomorrow."*

*—Alan Jones, Supply Chain Engineering Center of Excellence
Alan partnered with Michelin's African American Network to coordinate the South Carolina Chamber of Commerce HBCU Stem Day at Michelin headquarters.*





51%

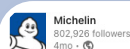
of Michelin Canada's new hires in 2023 identified as **women, visible minorities, indigenous persons or persons with disabilities**, aligned with our 2030 DEI ambitions.

WE GREW THE DIVERSITY OF NEW HIRES AND CO-OPS IN CANADA

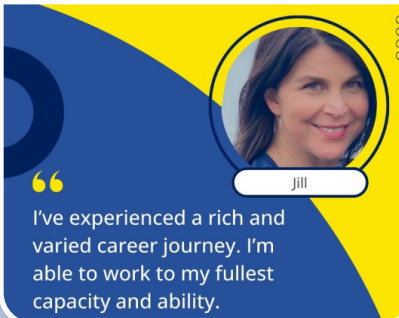
Michelin Canada revamped our Canadian job postings in 2023 to appeal to a broader demographic while showcasing the company's diversity at career fairs, during presentations at strategic universities, and via Plant Manager Meet and Greets with partner schools and co-op programs. As a result, 51% of Michelin Canada's new hires in 2023 identified as women, visible minorities, indigenous persons or persons with disabilities. The most notable increase is in Michelin Canada's co-op program, which is now comprised of 42% female and 72% employees with other minority identities (visible minorities, indigenous people and persons with disabilities). The co-op program offers an opportunity for students to grow beyond the classroom and prepare for a full-time career; it serves as a pipeline for future Michelin talent.



Follow Michelin on LinkedIn.



Today is International Day of Persons with Disabilities, a perfect time to raise awareness of the employment needs and exceptional contributions of Michelin team members living with disabilities. We're honored to feature Jill, one of our employees. In her long career at Michelin, Jill has grown into several different positions, where she's enjoyed interacting with people of many different personalities, profiles and cultures. She's made an impact in building an inclusive environment. Jill shares: "Respect for people at Michelin plays the largest part in my decision to continue to work for this great company." Jill has experienced hearing loss and uses her company benefits to help pay for her hearing aids. Being able to hear clearly has been a game-changer in both her personal and professional life. Through awareness and continuous action, Michelin is shaping a culture where everyone has a sense of belonging because they are valued, have opportunities to flourish and can contribute to the success of the company and the community. Find out more about our company and career opportunities at jobs.michelinman.com #IDPWD #bettertogether #iammichelin



One of the greatest things you can do is give back to the ones who gave so much. We're honored to have worked with [Best Defense Foundation](#) and [Delta Air Lines](#) in sending WWII Veterans to France in remembrance of Normandy.



WHAT'S AHEAD

IN 2024, MICHELIN WILL:

- **Activate Strategic University Partnerships.** Through virtual discussions and in-person visits with each university, we have set a framework to engage partner schools in 2024 in focused recruiting, student projects, faculty- and staff-led problem solving, lecture series and employee learning journeys.
- Update our **Advanced Interview Techniques training** to include Bias Interrupter concepts.
- **Study our recruiting process** for wage production positions to identify more inclusive ways to attract, hire and retain.

CULTIVATE A CULTURE OF BELONGING

DE&I IN ACTION

WE EMPOWERED WOMEN IN SALES AND MANUFACTURING

In 2023, the Michelin Women's Network made tremendous progress in increasing the number of, and visibility and opportunities for, women in manufacturing and sales.

Women in Sales, a sub-group of the Michelin Women's Network, connects women and allies in our sales organization with the mission of creating a safe space where people feel supported in their career journey and comfortable to share. "Creating a sense of belonging and advocacy in a largely field-based workforce, where women can often feel isolated, is a unique challenge," said Enterprise Off-Road Account Specialist Jackie Greenberg, who serves as co-leader for Women in Sales. "In 2023, we increased our touchpoints, especially through training and development workshops on topics like D3 Edge (Design, Develop, Deliver) presentation skills, effective negotiation tactics, strategic sales planning, promoting allyship and countering imposter syndrome."

Women in Motion, another subgroup of the Michelin Women's Network, addresses the critical need to attract, retain and develop women in manufacturing across 25 of our North American plants. Under the leadership of Kate Key, the group has nearly quadrupled its membership since its founding in 2021. In 2023, the group hosted more than 70 "belonging touchpoints" including training, luncheons and a Q&A with top manufacturing leadership. The Women in Motion group also worked to make women more visible in Michelin ads and visuals for manufacturing in its "If I Can See Her, I Can Be Her" campaign.



"Each year Women in Motion and Women in Sales build on past successes and tackle new challenges. Through the Michelin Women's Network, I've found myself spontaneously mentoring other women. As I've encouraged women to be bold in their career choices, I've found myself doing the same. It's this cycle of Climb, Lift, Repeat that empowers all of us."

—Kate Key, recently appointed Progress and Operational Excellence Leader, Passenger Car and Light Truck Europe (formerly based at Michelin's manufacturing plant in Lexington, S.C.)

We Sought Opportunities to Increase the Number of Women in Maintenance and Skilled Trades in Canada

Michelin's manufacturing facility in Bridgewater, Nova Scotia, put 10 supervisors through a program called "Shift Change," which allows men to view various industries through the eyes of women to uncover disconnects, areas of discomfort and possible unconscious bias while offering potential solutions to make women feel more included, welcomed and valued.

"Those who've taken the course say it's completely changed their view of the workplace and opened their eyes to the struggles women face," said Kerry Coolen, Maintenance Manager, Bridgewater, N.S. "It has inspired our team to make needed adjustments to attract, retain and promote more female talent. More female talent brings diversity of thought, which enriches our team and improves our results."

In 2023, Michelin's three Nova Scotia plants partnered with Women Unlimited, a non-profit that connects women in local community colleges and trade schools to the full range of skilled trade careers available at Michelin.

"We've trained almost half of our maintenance leadership to-date and have ambitions to continue the early momentum that it's generated," said Coolen. Coolen is also quick to note the importance of allyship, "It's crucial for people in positions of greater privilege to fight for equity. It's simply the right thing to do — personally and professionally."



Cassidy MacNeil, Metallic Reinforcement Materials Reliability Technician, Bridgewater, Nova Scotia

WE MEASURED OUR PROGRESS THROUGH EXTERNAL BENCHMARKS

Drawing on the expertise of leading organizations enables us to focus our DEI efforts and build a roadmap for the future. In 2023, Michelin North America, Inc. was recognized as a [2023 Disability Equality Index® \(DEI®\) Best Places to Work™ for Disability Inclusion](#). The DEI is a comprehensive benchmarking tool to help companies identify measurable, tangible actions to achieve disability inclusion and equality. It is a joint initiative of the American Association of People with Disabilities and Disability:IN. Further, Michelin score [95 out of a possible 100 points on the Human Rights Campaign \(HRC\) Foundation's Corporate Equality Index](#), a national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees. The Human Rights Campaign is an American LGBTQ advocacy group and the largest LGBTQ political lobbying organization in the United States.

"To be listed on HRC's Corporate Equality Index is a valuable signal to consumers and prospective employees that we are a safe and preferred company and employer for the LGBTQ community and allies."

—Ryan Stephens, Customer Account Specialist and member of Michelin's LGBT and Allies BRG



"My life, like a vibrant tapestry, is intricately woven with the threads of purpose, privilege and a deep-seated desire to give back to my community. I recognize the immense privilege I hold today, is not my right, but a responsibility. This awareness fuels my passion for servant leadership, urging me to translate my advantages into tangible contributions that uplift and empower others."

—Rohit Kale, Global Category Manager – Benefits and member of Asian-Pacific, Faith & Beliefs and capABLE Business Resource Groups (BRGs) and ally for Michelin's LGBT & Allies BRG



Pride Celebration, Lexington, S.C

WE ADVANCED THE CONVERSATION ON INTERSECTIONALITY, EQUITY AND INCLUSION

An individual's unique combination of race, gender, sexuality, class, marital status, age and abilities creates complexity in the human experience and can overlap and intersect to shape daily interactions with the world around them. Cultivating a culture of belonging at Michelin starts with understanding these experiences and advancing the conversation on equity and inclusion.





Michelin's African American Network taps into the power of movies to engage colleagues in deeper conversation. "Through movies, we've found common ground to spark discussions on the complexity of the human experience," said Rafael Clinkscales, co-leader of Conversation with Colleagues and shared administrative assistant at Michelin America's Research and Development Center.



"I tuned in virtually one day, and now they can't get rid of me," laughs Randisha Carter, Warehouse Business Unit Leader (BUL), Louisville, Ky. "I reserve a conference room at our facility and invite my colleagues to join me. It's an opportunity to meet people and discuss crucial topics that are often overlooked in our daily interactions on the shop floor."

During Pride Month 2023, the African American Network collaborated with Michelin's LGBT & Allies business resource group (BRG) for a conversation about intersectionality, advocacy and the power of community through a discussion on the investigative documentary "The Death and Life of Marsha P. Johnson" about the mysterious 1992 death of a black LGBTQ+ activist and Stonewall survivor.



The Diversity & Inclusion (D&I) Council at our BFGoodrich plant in Tuscaloosa, Ala., strives to emphasize the importance of diversity as a strength to the organization. In October 2023, they hosted a Diversity Summit to celebrate unity and inclusivity. More than 50 employees gathered to hear presentations on the importance of diversity, equity and inclusion, which sparked meaningful discussions. Speakers shared their personal experiences, insights and ideas — all in the spirit of fostering an engaging and thought-provoking atmosphere.



Michelin's manufacturing site in Lexington, S.C., cultivates a culture of belonging year-round by celebrating important milestones like Juneteenth, Hispanic Heritage Month, Veterans Day and Pride Month. In June 2023, the site hosted a Pride Day celebration in its cafeteria where they invited employees to wear pride colors, enjoy refreshments, select merchandise like flags and pins and learn more about the site's LGBT and Allies BRG.



"Population demographics have shifted immensely, so, if we are to remain true to our mission of manufacturing the future, we must be an employer of choice for everyone. The ESL program

shows that we are walking the walk, not just talking the talk."

—Donna Bell, Production Training Manager at a Michelin manufacturing site in Greenville, S.C.

"These classes brought so many hard-working and dedicated people to Michelin. I'm lucky to work for a company that welcomes everyone, and I hope to be an inspiration to the Hispanic community and encourage others to be their best."

—Jennifer Lopez-Vanegas, OPR Repair Operator in Spartanburg, S.C.



Talent is equally spread across all languages, religions, races and geographies, and the companies who will succeed in today's tight labor market are the ones who can mine for talent and cultivate potential wherever it's found."

—Natasha Clark, Personnel Manager at Michelin manufacturing sites in Greenville, S.C.



WE ARE FOSTERING CONNECTION AND COMMUNITY THROUGH LANGUAGE

The Post-COVID-19 Great Resignation presented unprecedented hiring challenges, forcing nearly all companies to re-evaluate their recruiting and retention strategies to broaden the funnel. In our search for qualified workers, Michelin's facility in Spartanburg, S.C., discovered an untapped opportunity in the surrounding Hispanic population. The facility decided to offer English as a Second Language (ESL) classes to all new hires to overcome any reluctance to apply due to limited English language skills. In tandem, supervisors, trainers and safety personnel, who interact regularly with these employees, were offered an opportunity to become more proficient in Spanish to further bridge connection and communication.



Jennifer Lopez-Vanegas and Edwin Cifuentes-Guerrero are the first two employees to complete ESL classes at Michelin Spartanburg. According to Lopez-Vanegas, they were thrilled when the recruiter and hiring manager offered them the opportunity to take English classes immediately. Jennifer feels that these classes have not only helped her perform well at work but also to connect with co-workers. She's also seen the impact on recruiting, with many more non-native English speakers feeling comfortable to apply at Michelin.

Based on early success, the program was extended to other Michelin plants in Greenville, S.C., and Lexington, S.C. The ESL programs at all four facilities have been expanded to include the community at large, with classes now open to all employees (English or Spanish speaking) and to people in the area who want to improve their English skills regardless of their employment status.



WE CULTIVATE A CULTURE OF BELONGING FROM THE START

Mario Rosales-Hernandez is a person of action, someone who makes the most of every opportunity given to him. Thirteen years ago, when he came to the United States from his native Guatemala, he knew only a bit of English, but he was dedicated to shaping a successful future.

When he was hired as an entry-level machine operator at Michelin's passenger tire manufacturing site in Lexington, S.C., he was the only Hispanic operator in his area of the plant. He worked diligently to improve his English and reputation as a stand-out employee. He worked to learn other positions to allow him to move up to an absentee sub role. As his English skills and work history grew, he sought out new opportunities, becoming a forklift operator and passing the

required training in record time, rising to forklift supervisor and eventually to lead operator, responsible for production, quality and safety.

With his stellar track record, Mario took his next step up in 2023, choosing to serve as the first-ever bilingual wage recruiter for Michelin's mining tire manufacturing site in Lexington. This role allows him to connect with the Hispanic community, many of whom are looking for a chance to demonstrate their skills. He is also a member of Michelin's Hispanic Network. In that capacity, he participates in the Michelin Tech Scholar program, which aims to connect with high-potential high school students. In just one year, he's increased the number of Hispanic workers by six percent, helping to fill a large backlog of open positions.



"I am forever grateful to Michelin for embracing me and giving me all the tools and opportunities I needed to succeed, and I want to pay that forward to help others achieve the American dream."

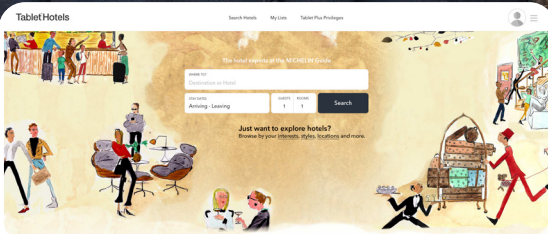
—Mario Rosales-Hernandez, Bi-lingual Recruiter, Lexington, S.C.

WE ARE CREATING A MORE ACCESSIBLE WORLD



In 2018, Michelin acquired Tablet Hotels, an online guide to the world's most exciting hotel experiences, as a complement to the MICHELIN Guides for world-class restaurants.

While Tablet's website met basic requirements, developer JR McCann points out that true accessibility remains an often-overlooked problem in the digital space. Thanks largely to McCann's passion and vision, Tablet has embraced new levels of accessibility and accommodation to enable much broader groups of people to enjoy the website. The site now includes better compatibility with state-of-the-art assistive technologies like screen readers, keyboard emulators software that allows users to control a computer with voice or other movements, and audio descriptions for the hearing impaired to provide a more complete experience for users with disabilities. Tablet is now accessible to those with visual, auditory, physical, speech, cognitive, language, learning and neurological difficulties.



Tablet's website includes state-of-the-art assistive technologies. (Pictured above: JR McCann, Tablet Developer)

When Shannel Forgues joined Michelin three years ago, she set out to change the perception of women in the tire industry. Shannel is passionate about her work and sees Michelin as a workplace where women thrive. She's making it her mission to attract more women to similar roles where she feels their unique talents, backgrounds and perspectives will power Michelin forward. Shannel and her team hire interns year-round, which gives potential candidates a first-hand look at Michelin.



"Interns are active and important contributors to our team. We emphasize the importance of their voice and input, ensuring they feel empowered to speak up. At the end of these internships, we often hear that their confidence has increased as they learned that their opinion matters, and that what they say and do is important."

*—Shannel Forgues,
ECM – Material Handling,
Magog (Québec), Canada*

WHAT'S AHEAD

IN 2024, MICHELIN WILL:

- Offer **more self-select choices** for employees to update their personal profiles in our human resources information system: military status, disability status, pronouns, and gender ID for the U.S. and Canada as well as visible minorities and Indigenous status (Canada only).
- Introduce an **inclusion calculator** to help employees self-reflect on their own values and behaviors and identify areas of personal growth to support an inclusive environment.
- Launch **Inclusive Leadership and Inclusive Staffing training** series to provide practical ways to cultivate inclusion and build better teams that prioritize inclusion in their daily behaviors.
- Collaborate with Michelin's DRIVE Program, a professional development platform that aids operators in their career path, to include **DEI training and development opportunities.**

IMPACT OUR SOCIETY

DE&I IN ACTION

WE PARTNER WITH NON-PROFITS TO PROVIDE WORK WITH PURPOSE

The Flower Cart Group, a Canadian non-profit organization that provides job skills training and employment opportunities for people with intellectual disabilities, has been working with Michelin's manufacturing site in Waterville, Nova Scotia, since 1998. Flower Cart employees provide services such as cleaning machines, inventory and supply delivery duties, and separating rubber products to be reutilized in the tire manufacturing process.

Workers with intellectual barriers are often overlooked by other companies. Many come to Flower Cart and Michelin with little or no employment experience that makes finding employment a challenge. Working with Michelin gives them a sense of purpose, as well as reliable income, a dependable schedule, a manageable workload, and a supportive team. Flower Cart contract workers are a visible and valued part of the Michelin team.



Jonathan Taylor (JT), a Flower Cart Group employee at Michelin Waterville since 2017, and Greg Wagner, Facility Personnel Manager, participate in a panel discussion on the benefits of working with Special Olympics athletes.

"Michelin believes that having vibrant and thriving communities is important to the success of our plants. Everyone has the right to meaningful and fulfilling employment. Michelin and Flower Cart share an unwavering commitment to create a positive and inclusive work environment for all, so this partnership has become a model of what can be achieved through kindness, cooperation and accommodation."

*—Greg Wagner,
Facility Personnel Manager, Michelin Waterville*



WE PARTNERED WITH SUPPLIERS TO RAISE A RECORD \$1 MILLION FOR LOCAL COMMUNITY ORGANIZATIONS

Michelin North America raised a record-breaking \$1 million in our 2023 Michelin Charity Golf Tournament, with proceeds supporting 10 charities in Emporia, Ks., Ft. Wayne, Ind., Greenville, S.C, Louisville, Ky., and Tuscaloosa, Ala.

The Tuscaloosa SAFE Center, Inc. was a benefitting charity from 2021 – 2023. The Center provides 24-hour compassionate, patient-centered healthcare, advocacy, and therapy services to those who have experienced sexual violence.

Since opening in November 2018, the Tuscaloosa SAFE Center has helped nearly 700 people across the nine counties of Western Alabama. Prior to opening,

victims had to travel up to two hours to Birmingham, Ala., for a forensic exam from a qualified forensic nurse. With rural counties and unreliable transportation, the need for local services was significant.

“Funds from the Michelin Charity Golf Tournament have made such a difference in the lives of our patients,” said Brenda Maddox, Executive Director (MSN/ED, SANE-A) at the Tuscaloosa SAFE Center.

“Grant funding took a dramatic cut starting in 2019, which makes the funds from the Charity Golf Tournament even more impactful for our community. With last year’s donation of \$100,000, we’ve been able to keep a therapist on staff — providing free mental health care for victims — and a forensic nurse to be in the building during the day so that our victims can receive immediate help the minute they are strong enough to walk through our doors.”



Brenda Maddox

Since its inception in 1989, the Michelin Charity Golf Tournament has generated almost \$9 million to support local communities where it operates.



WE SUPPORT OUR VETERANS

At Michelin, we value service because we recognize the commitment, discipline, perseverance and courage it takes to serve. It's one of the many reasons we welcome veterans to our workforce who bring skills, leadership and a sense of purpose that inspire our company, employees and customers. The Veteran's Network provides a forum for both

active and former military members to connect over shared experiences while smoothing the transition to civilian life and the corporate world. They also assist the company by providing counsel and insights, offering guidance and extending resources to enhance the experience of military personnel and their families.

The Veteran's Network has its long-standing sponsorship of the Upstate Salute to Veterans, an annual event in Greenville, S.C., honoring their sacrifices, providing needed resources for veterans and their families, and raising funds for Upstate Warrior Solutions, a local non-profit for veterans, first responders and family members to end warrior unemployment, homelessness and suicide.



In partnership with the Best Defense Foundation and Delta Air Lines, Michelin helped 44 members of the Greatest Generation return to the site of a defining moment in world history, the Allied invasion of Normandy, France. Michelin employees and senior leadership were front and center in the emotional and inspiring memorial and kick-off celebrations, honoring the service and sacrifices of these brave men. Michelin participated for a second year in 2023, and will proudly sponsor World War II veterans returning to Normandy for the 80th anniversary of D-Day in 2024.

MICHELIN
VETERANS NETWORK

Comprised of nearly 14 percent veterans, the BFGoodrich plant in Ft. Wayne, Ind., celebrated Military Appreciation Month with weekly donated gift card and prize package giveaways for veterans, a Veterans Day Celebration, support of the local Veteran's Administration, and its incredible involvement with ICAN, the Indiana Canine Assistance Network. The team raised more than \$15,000 to fund the purchase and training of an emotional support animal for a veteran suffering from an injury or illness like PTSD.



"Military service changes people, so creating connections among people who have had similar life experiences and fostering greater conversations and understanding among the broader community is extremely important work."

—Matt Tofflemoyer, mechanic, former Marine, and 20-year Michelin employee, Ft. Wayne, Ind.

Ten years ago, MRO Buyer Sharon Crowe decided to put her crafting skills to good use by spreading kindness and positivity through handmade cards. She's created and sent cards to shut-ins, first responders, medical professionals, and nursing home patients. Recently, she expanded her community service to include active-duty members of the military. "I find great joy in knowing that my small gesture can help bring a smile to someone's face and let them know they are valued and cared for. I'm happy to be a source of encouragement for people when they need it most."





Ellison Dew, Angela Lotito, Lindsay Gratton and Jackie Greenberg taught more than 85 Girl Scouts about the trucking industry in a Trucks are for Girls event in Green Bay, Wis.



2023 North American Indigenous Games, Nova Scotia



Pride Celebration, Michelin Canada



Juneteenth Freedom Fest, Lexington, S.C.



Michelin Veteran's Network



United Way Day of Action, Tuscaloosa, Ala.



United Way's Women United Summit, Greenville, S.C.



International Women's Day, Michelin manufacturing sites, Lexington, S.C.



Hispanic Celebration, Spartanburg, S.C.



*International African American Museum,
Charleston, S.C.*



Diversity & Economic Inclusion Summit, Greenville, S.C.



*Habitat for Humanity,
Tuscaloosa, Ala.*

*Upstate Pride SC,
Spartanburg, S.C.*



*School Supply Drive for Charles Evans Elementary,
Ardmore, Okla.*



Black History Month Collaboration with TD Bank, Greenville, S.C.



Hands on Greenville, Asian Pacific Network, Greenville, S.C.



*Michelin Challenge Education Program at
Farnsley Middle School, Louisville, Ky.*



*Michelin African American Network Sponsors Golf Tournament,
Greenville, S.C.*



Community Clean Up, Covington, Ga.



Hispanic Heritage Month Celebration, Emporia, Ks.



Back to School Backpack Drive,
United Way of Greenville County, S.C.



New Hire Network Social, Greenville, S.C.



Trick or Treat on the Trail, Covington, Ga.



Harvest Hope Food Bank, Greenville, S.C.



Doughnuts and Coffee Event for Summer Interns,
Greenville, S.C.



Handicap-accessible merry-go-round at
The Children's Museum of the Upstate,
Greenville, S.C.



Special Olympics of Nova Scotia



International Women's Day Conference, Greenville, S.C.



Hispanic Heritage Festival, Spartanburg, S.C.






Reading All Stars, Greenville, S.C.



WHAT'S AHEAD

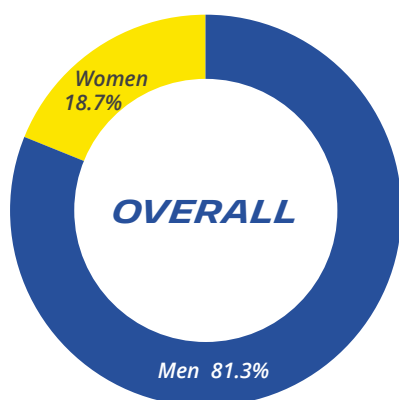
IN 2024, MICHELIN WILL:

-  Continue capture of indirect spending with minority- and women-owned suppliers.
-  Launch a traveling exhibit in partnership with the **International African American Museum**.
-  Continue collaborating with **Michelin's community relations team to advance our DEI ambitions.**

OUR 2023 DATA¹

Michelin 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)



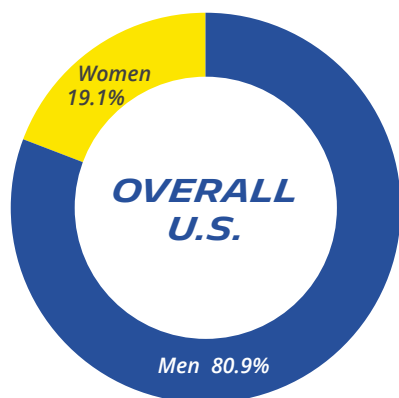
EXECUTIVES / TOP MANAGEMENT²



MANAGERS³



HOURLY PAID



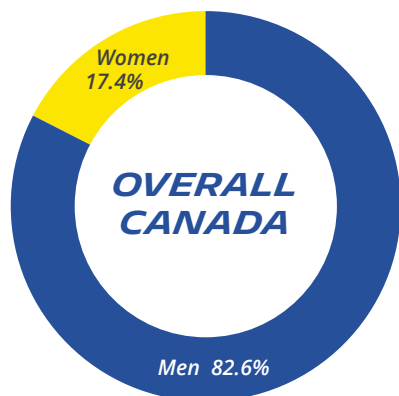
EXECUTIVES / TOP MANAGEMENT²



MANAGERS³



HOURLY PAID



EXECUTIVES / TOP MANAGEMENT²



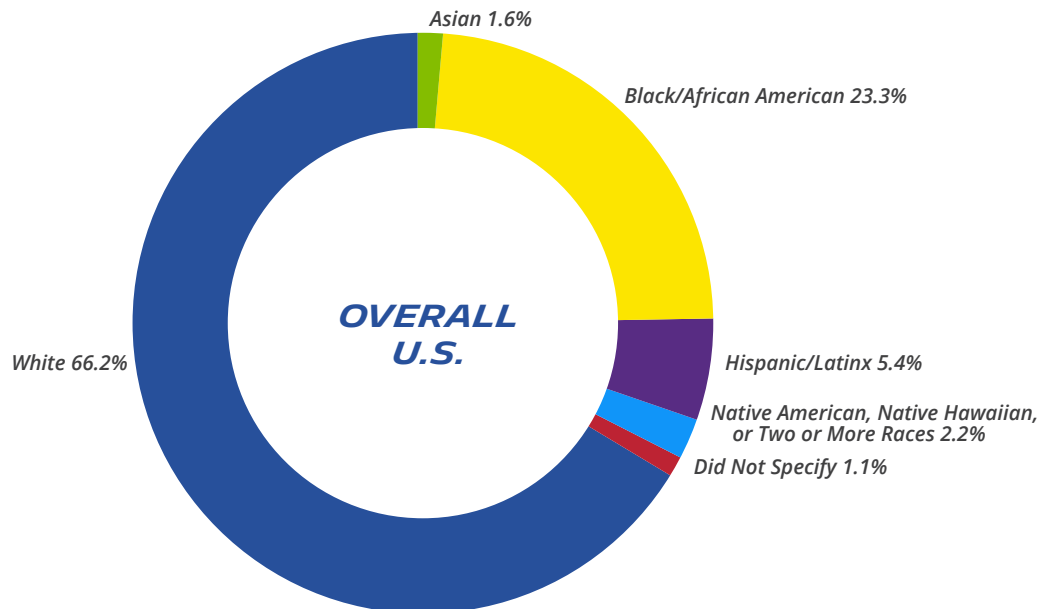
MANAGERS³



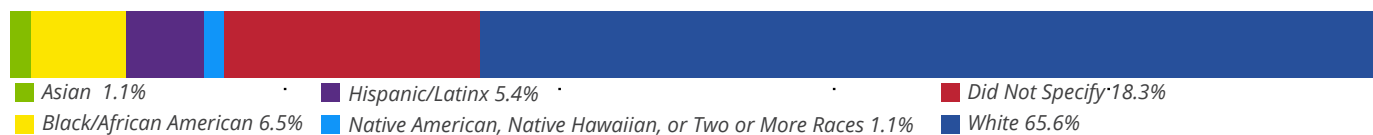
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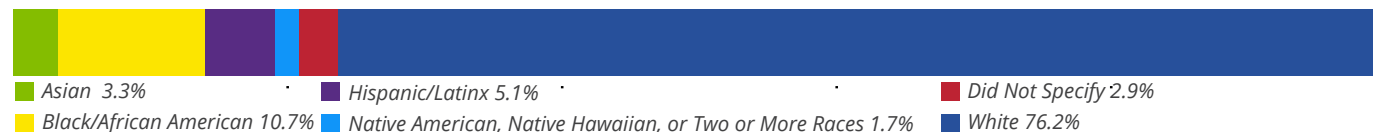
ETHNIC AND RACIAL REPRESENTATION (U.S. ONLY)⁴



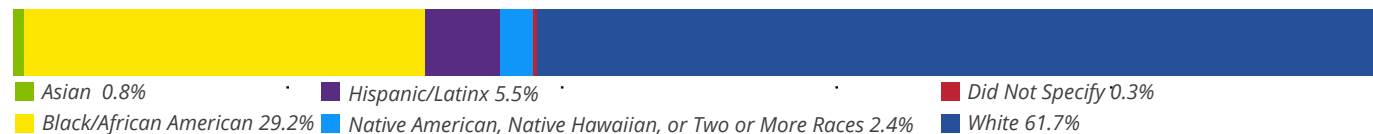
EXECUTIVES / TOP MANAGEMENT²



MANAGERS³



HOURLY PAID



INCLUSIVITY INDEX: 74/100

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

1. Data include people on payroll as of December 31, 2023, in the consolidated companies, under any form of work contract, with the exception of interns, work-study trainees, apprentices and temporary workers.
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. Managers represent employees with a position level of individual responsibility from A to N, according to the Hay method used by Michelin Group.
4. Data 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.

WE ARE PROUD OF OUR PROGRESS

Michelin ranks among the “most awarded” employers in the DEI category. Being distinguished as an employer of choice is a title we wear proudly. Our diverse workforce enables us to attract top talent and drives business results. In fact, Michelin North America delivered historically high financial results in 2023, which would not have been possible without the dedication and diversity of our teams, whose differences in thought and perspective helped us successfully navigate a highly challenging environment.

RECOGNITIONS



World's Most Admired Companies – Motor Vehicle Category, *Fortune* (2023)
America's Best Employers for Diversity – Automotive Industry, *Forbes* (2023)
America's Greatest Workplaces 2023 – *Newsweek*

PROUD TO PARTNER WITH:



CEO **ACT!ON** FOR
DIVERSITY & INCLUSION



