



**GOODYEAR**

**2019 CORPORATE RESPONSIBILITY REPORT**

# > TABLE OF CONTENTS

<b>LEADERSHIP MESSAGE</b>	<b>3</b>
<b>ABOUT GOODYEAR</b>	<b>5</b>
CORPORATE RESPONSIBILITY	
ADDRESSING CLIMATE CONSIDERATIONS	
THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)	
MEMBERSHIP IN ASSOCIATIONS	
SUSTAINABILITY AWARDS	
<b>SUSTAINABLE SOURCING</b>	<b>12</b>
SUSTAINABLE MATERIALS AND SOURCING	
SUPPLY CHAIN MANAGEMENT	
<b>RESPONSIBLE OPERATIONS</b>	<b>18</b>
WORKFORCE SAFETY AND WELLNESS	
OPERATIONAL IMPACTS	
PRODUCT QUALITY	
END-OF-LIFE TIRES (ELT)	
BUSINESS CONTINUITY	

<b>ADVANCED MOBILITY</b>	<b>27</b>
ADVANCING TIRE PERFORMANCE	
SHAPING THE MOBILITY REVOLUTION	
<b>INSPIRING CULTURE</b>	<b>33</b>
TALENT MANAGEMENT	
DIVERSITY AND INCLUSION	
HEALTH AND WELLNESS	
COMMUNITY ENGAGEMENT	
COMPLIANCE AND ETHICS	
<b>ABOUT THIS REPORT</b>	<b>45</b>
<b>GRI CONTENT INDEX</b>	<b>46</b>
<b>DATA TABLE</b>	<b>54</b>
<b>PROGRESS TOWARD GOALS</b>	<b>65</b>

## FEATURED ON THE COVER

In 2019, Goodyear associates contributed more than 33,000 hours of service to more than 200 community organizations, and their photographs while volunteering are on the cover and throughout this report. Goodyear associates have volunteered their time throughout our long history, and we are committed to continuing this service to our communities. Pictured at right is Goodyear Chairman, CEO and President Rich Kramer welcoming associates to a day of volunteering at YMCA Camp Y-Noah in Clinton, Ohio.



## > LEADERSHIP MESSAGE

An essential part of Goodyear’s business strategy is our commitment to sustainable processes, materials and programs that can help and provide support for people, communities and the environment. This commitment is not an addendum to strategy, but a critical element, connected to everything we do.

Also essential is our constant evaluation of our progress. Though Goodyear’s Corporate Responsibility Report is an annual account – this one about our 2019 performance – we assess impacts, risks, opportunities and innovation every day. This work is vital to moving our business forward and building a company for rapidly changing preferences toward mobility around the globe.

As this report was prepared, the world was battling an unprecedented global health and economic crisis that has affected everyone – our associates, our shareholders, our customers, our suppliers, our consumers, our communities and all of our stakeholders. In addressing the COVID-19 pandemic, we are focused on the health and wellbeing of our associates, contractors and customers, continuing to deliver our essential products to those on the front lines of this crisis, and ensuring the long-term continuity of our business.

The pandemic forced us to cancel our 2020 Global Week of Volunteering, where thousands of Goodyear associates would have volunteered to help their communities around the world. However, our associates continued to serve by focusing on essential workers during the crisis. We’re proud that our associates made and donated personal protective equipment (PPE) in several communities; provided supply chain, procurement and engineering expertise to several health care systems; kept essential workers and fleets on the road and provided solutions like zero contact options and special discounts through our retail and commercial centers; financially supported multiple organizations; and presented Blimp Camp on social media for homeschooling families, among other activities.

While the COVID-19 pandemic was impacting the world, recent tragic incidents against Black Americans moved racial injustice to the forefront of all our minds, and rightly so. Racial inequality has plagued our country and our communities for far too long. We – both as a company and as concerned citizens – are committed to supporting change for the better. We embrace the challenge of becoming the diverse and inclusive workplace we aspire to be, and we are up to that challenge.

In 2019, Goodyear strengthened the connection of our core business with our commitment to corporate responsibility. The contact points of that connection are defined as our four Pillars of Corporate Responsibility:



**Sustainable Sourcing** – Managing sourcing in a way that reduces environmental and social impacts and improves our global risk management



**Responsible Operations** – Safeguarding our people, monitoring and managing our environmental impacts, and ensuring product quality and business continuity



**Advanced Mobility** – Providing optimal mobility performance for the needs of today and shaping the sustainable mobility opportunities of the future



**Inspiring Culture** – Promoting ethical behavior and an engaged culture through wellness, diversity and inclusion, talent development, and community involvement

2019 CORPORATE RESPONSIBILITY REPORT

Among the examples of our commitment to responsible and sustainable business practices are four that serve as clear illustrations.

- **Soybean Oil Technology** – While the use of soybean oil as a replacement for some petroleum-based components in our tires is clearly better for the environment, it was not the only driving factor. As engineers in our Innovation Centers pursue ways to enhance our tires' performance, sustainability of components is one of many factors considered. The use of soybean oil was a new way to make our tread compounds more pliable in varying weather conditions while increasing sustainability. Product development and responsible business practices are connected.
- **Employee Resource Groups (ERGs)** – Our ERGs are integral to our efforts to attract, develop and retain diverse associates and foster an inclusive work environment, as part of continually making Goodyear a better company. Through actions such as providing opportunities for education, professional growth and leadership skills development, and connecting associates with role models and mentors, our ERGs help the Company offer associates a sense of community and belonging.
- **Rolling Resistance** – We continue to enhance our product development capabilities in areas that benefit customers, consumers and the environment – notably in rolling resistance, which translates directly into fuel efficiency. Maintaining grip and traction while delivering benefits in overall fuel mileage and – for Electric Vehicles, extending the driving range – are breakthrough accomplishments. Winning more EV fitments due to meeting the increased complexity demands of these vehicles is something only a few tire manufacturers can do.
- **Business Continuity** – Our Environmental, Health, Safety and Sustainability (EHS&S) teams around the world collaborate with each other daily and are our front line in times of crisis, threat or extraordinary circumstances. Business Continuity teams keep our essential customer service operations running, and our regional and country-based business teams keep critical goods and services moving to those who need them most.

At Goodyear, corporate responsibility is not merely a collection of policies that allow us to check the box of being a good corporate citizen. It's part of our DNA and every day is becoming more ingrained in who we are, what we do and how we do it.

We are encouraged by our progress and inspired to perform even better. And we know that as the world changes, customers and consumers will expect more. We are confident that by staying connected to our stakeholders, Goodyear will further embed our corporate responsibility strategy in everything we do.



**RICHARD J. KRAMER**

Chairman, Chief Executive Officer and President



**ELLIS A. JONES**

Vice President, Global Environmental, Health, Safety and Sustainability (EHS&S) and Business Continuity



## > ABOUT GOODYEAR

### OVERVIEW OF OUR BUSINESS

The Goodyear Tire & Rubber Company was founded in 1898 with just 13 associates producing bicycle and carriage tires. Today, we are one of the world's leading tire companies, with an iconic brand and operations in most regions of the world.

Headquartered in Akron, Ohio, we employ approximately 61,000 full-time and temporary associates worldwide and operate 46 manufacturing facilities in [21 countries](#). Goodyear develops, manufactures, markets, and distributes tires for most applications, including [automobiles, trucks, buses, aircraft, motorcycles, racing, earthmover, mining, industrial and farm equipment](#).



Goodyear's plant in Lawton, Oklahoma, celebrated the production of its 700 millionth tire in April 2019. The plant, opened in 1979, employs approximately 2,800 full-time and temporary associates.

In addition to Goodyear brand tires, we produce other well-respected international brands, including Dunlop, Kelly, Fulda, Sava and Debica. Across our brands, we offer the benefits today's consumers are looking for, including innovative technology, performance handling and all-weather performance. We sell our [products](#) to customers in almost every country around the world.



Goodyear also manufactures and markets rubber-related chemicals for various applications, and we are one of the world's largest operators of commercial truck service and tire retreading centers. We operate approximately 1,000 retail outlets where we sell our products and provide repair and other services. In addition, we are part of a national tire distribution joint venture, TireHub, that provides US tire dealers and retailers with a comprehensive range of passenger and light truck tires.

Goodyear is a publicly traded company with shares of our common stock listed on the Nasdaq Global Select Market (symbol GT). Annual sales in 2019 were \$14.7 billion. Additional financial information is available on the [Investor Relations webpage](#), including our most recent quarterly and annual earnings reports.

## > CORPORATE RESPONSIBILITY

Goodyear has a longstanding commitment to corporate responsibility. We anticipate and respond to market trends, customer needs, supplier and partner capabilities, and investor interests and are focusing on expanding our corporate responsibility transparency in response to stakeholder requests.

Goodyear's Board Committee on Corporate Responsibility and Compliance oversees our corporate responsibility objectives and regularly monitors our progress toward achieving them. Our Vice President, Global Environmental, Health, Safety and Sustainability (EHS&S) and Business Continuity oversees our strategy, goals and progress.

In 2019, we launched Goodyear *Better Future*, our corporate responsibility framework, to enhance the existing governance of our high-priority topics. The framework helps ensure corporate responsibility is integrated into all levels of our organization, promotes communication and awareness, and drives alignment with our corporate strategy and stakeholder priorities.

The *Better Future* Steering Committee is responsible for ensuring functional goals are established and aligned with corporate strategy for Goodyear's high-priority topics and for advancing our communications to external stakeholders.

The *Better Future* Working Group is made up of the program managers of each of our high-priority topics. Members are responsible for developing goals and targets for each topic and ensuring leadership alignment to commitments. They also regularly share updates to enhance cross-functional collaboration.



Photo by Todd Kirkland/AP Images for Goodyear

### THE BLIMP

The Goodyear Blimp has been an inseparable part of college football since its first live telecast of the Rose Bowl in 1955 and was inducted into the College Football Hall of Fame at its 2019 Class ceremony.

2019 CORPORATE RESPONSIBILITY REPORT

The *Better Future* Associate Council is a cross-functional group of associates who identify and implement location-specific initiatives aligned to our high-priority topics. We recently launched the Council on our Akron campus, and have plans to expand it globally in the coming years.

Collectively, this governance structure is helping grow internal awareness and engagement for our *Better Future* strategy while enhancing our communication to key stakeholders.

**BETTER FUTURE GOVERNANCE STRUCTURE**



**STAKEHOLDER ENGAGEMENT AND SIGNIFICANT CORPORATE RESPONSIBILITY TOPICS**

Goodyear gathers stakeholder feedback throughout the year, building on information gathered during our 2018 materiality assessment of sustainability issues. To ensure we are managing our most significant environmental, social and governance (ESG) impacts, risks, and opportunities, we continue to engage internal and external stakeholders who are knowledgeable in and value corporate responsibility. While we did not engage with external stakeholders as part of this report preparation process in 2019, this summary highlights our key stakeholder groups and the type and frequency of interaction:



STAKEHOLDER GROUPS	REGULAR STAKEHOLDER INTERACTIONS
Board Members	<ul style="list-style-type: none"> <li>• Board meetings</li> <li>• Committee meetings</li> <li>• Annual shareholders meeting</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Daily communication via emails, calls and meetings</li> <li>• Occasional on-site visits</li> <li>• Annual Customer Conference (North America)</li> </ul>
Distributors	<ul style="list-style-type: none"> <li>• Daily communication via emails, calls and meetings</li> <li>• Occasional on-site visits</li> <li>• Annual Customer Conference (North America)</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Daily communication via emails, calls and meetings</li> <li>• Occasional face-to-face meetings at Goodyear or supplier facility</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Engagement with governments in countries of operation, as necessary</li> </ul>
Industry Associations and Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> <li>• Tire Industry Project (TIP) ongoing workgroups</li> <li>• Trade associations, including US Tire Manufacturers Association (USTMA), European Tyre and Rubber Manufacturers' Association (ETRMA), Japan Automobile Tyre Manufacturers Association (JATMA) and Automotive Industry Action Group (AIAG)</li> <li>• Frequent interaction with NGOs</li> </ul>
Investors	<ul style="list-style-type: none"> <li>• Quarterly earnings calls</li> <li>• Annual shareholders meeting</li> <li>• Frequent investor calls and emails</li> </ul>
Collaborators	<ul style="list-style-type: none"> <li>• Various collaborator engagements throughout the year on a variety of projects</li> </ul>
Community Members	<ul style="list-style-type: none"> <li>• Charitable contributions</li> <li>• Regular volunteer activities</li> <li>• Community program development</li> </ul>

2019 CORPORATE RESPONSIBILITY REPORT

During our 2018 assessment, internal and external stakeholders provided feedback on why they viewed certain topics as significant to them, and the results were quantified. The final results helped us create a matrix of our high-priority topics, which can be viewed on page 8 of our [2018 Corporate Responsibility Report](#).

The 2018 assessment validated the importance of many topics to our organization and stakeholders and highlighted new opportunities. Following the assessment, we confirmed we had existing owners for all high-priority topics and verified our commitments for these topics.

**BETTER FUTURE**

In [Goodyear's Strategy Roadmap](#), we address the importance of developing great products and services that anticipate and respond to the needs of consumers while building the value of our brand by focusing on quality and efficiency. *Better Future*, our corporate responsibility framework, supports the Strategy Roadmap, summarizing what we believe and where we will focus. The pillars of the framework are illustrated below.

Throughout this report, we explain why these topics matter, what we are doing to manage each, and our progress and performance on commitments. Some commitments outlined in the pages that follow were set recently and may not yet have performance data available.



# BETTERFUTURE

**Pillars of our Corporate Responsibility Strategy**

Pillar	 <b>BETTERFUTURE SUSTAINABLE SOURCING</b>	 <b>BETTERFUTURE RESPONSIBLE OPERATIONS</b>	 <b>BETTERFUTURE ADVANCED MOBILITY</b>	 <b>BETTERFUTURE INSPIRING CULTURE</b>
Topic	<b>Sustainable Raw Materials and Sourcing</b> <b>Supply Chain Management</b>	<b>Safety and Health</b> <b>Operational Impacts</b> <b>Product Quality</b> <b>End-of-Life Tires</b> <b>Business Continuity</b>	<b>Advancing Tire Performance</b> <b>Shaping the Mobility Revolution</b>	<b>Compliance and Ethics</b> <b>Health and Wellness</b> <b>Community Engagement</b> <b>Diversity and Inclusion</b> <b>Talent Development</b>
Focus Areas	<ul style="list-style-type: none"> <li>• Source sustainable natural rubber</li> <li>• Increase sustainable material usage</li> <li>• Pursue raw material traceability</li> <li>• Remove materials of concern</li> <li>• Manage supply chain ESG risks</li> </ul>	<ul style="list-style-type: none"> <li>• Culture of safety and health</li> <li>• Reduce environmental impacts</li> <li>• Produce high-quality products</li> <li>• Drive ELT to beneficial reuse</li> <li>• Risk analysis and mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• Fuel efficiency, safety, longevity, and comfort</li> <li>• Fleets, autonomous, connected and electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate ethical values</li> <li>• Healthy and well workforce</li> <li>• Global community engagement</li> <li>• Diverse and inclusive culture</li> <li>• Robust talent development</li> </ul>

## > ADDRESSING CLIMATE CONSIDERATIONS

Evaluating possible impacts on climate is a global concern, and as a business with global operational impacts, Goodyear is committed to doing our part. In 2020, we plan to launch a climate sub-committee within our *Better Future* Working Group, made up of cross-functional representatives from our innovation, operations, procurement and corporate functions. The goal is to assess our current efforts and align on future actions. We plan to share more information in future reports.

As the lifecycle assessment<sup>1</sup> (LCA) graphic below shows, the biggest impact Goodyear can make is in the product-use phase by helping to increase consumers' fuel efficiency via improved rolling resistance products. Additionally, we address our impact throughout all lifecycle phases. In 2020, we will begin working on an updated LCA that we will share in future reports. Click on each strategy to learn more about our approach and commitments.

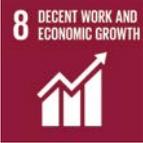
LIFECYCLE PHASE	WHAT IS INCLUDED	CONTRIBUTION TO GWP <sup>2</sup>	MAIN DRIVERS TO IMPACTS	GOODYEAR STRATEGIES
<b>Raw Materials</b> 	Raw materials production, packaging and transportation, including Goodyear production of synthetic rubber		Material production	<a href="#">Optimized tire weight specifications</a> Research alternative material sources, such as <a href="#">soybean oil</a> and <a href="#">rice husk ash silica</a> <a href="#">Collaboration with suppliers</a>
<b>Manufacturing</b> 	Production of the tire at Goodyear plants including energy, water, emissions, waste and additional materials usage		Electricity use and grid mix in manufacturing Other energy use in manufacturing	<a href="#">Application of zero loss thinking to plant energy</a> <a href="#">Source renewable electricity</a> <a href="#">Maintain zero waste to landfill expectation</a> <a href="#">Improve overall equipment efficiency</a>
<b>Distribution</b> 	Shipments of the tires from the production facility to the customers		Distribution distances to the customer	Optimized warehousing Laced-tire stacking for more efficient shipping Aligned sales and operations planning Improved demand forecasting
<b>Product Use</b> 	Vehicle fuel consumption related to the tire through rolling and acceleration resistance and a spare kit in case of emergency		Fuel consumption due to rolling resistance	<a href="#">Lower rolling resistance tire portfolios</a> <a href="#">Increase product lifetime</a> Research air maintenance technology <a href="#">Proper tire maintenance and use</a> <a href="#">AndGo consumer fleet maintenance services</a>
<b>End-of-Life</b> 	Transportation and processing at the end of the tire's lifetime, including benefits from avoided materials and energy due to recycling and energy recovery		Positive impact from recycling of tires into new applications Positive impact from incineration of tires in cement kilns	<a href="#">Support beneficial use options for End-of-Life Tires (ELT)</a>

<sup>1</sup> LCA allows a comprehensive, quantitative evaluation of products through the entire life of the product – from the sourcing of raw materials all the way to the end of the product's life. LCA is performed using internationally recognized International Organization for Standardization (ISO) frameworks that provide a full picture of product impacts as well as opportunities for improvement that can be used in product development.

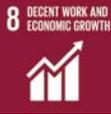
<sup>2</sup> Global Warming Potential.

## > THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

In 2016, the United Nations launched the [Sustainable Development Goals \(SDGs\)](#), a set of 17 broad goals and 169 targets to address global challenges and drive sustainable solutions towards the [2030 Agenda for Sustainable Development](#). Goodyear mobilized around these efforts, choosing to focus on the seven SDG goals and targets listed below that most align with our high-priority topics. Click [here](#) to review the full list of SDGs.

Goodyear Pillar	Advanced Mobility	Sustainable Sourcing	Inspiring Culture	Advanced Mobility	Responsible Operations	Sustainable Sourcing, Advanced Mobility and Responsible Operations	Sustainable Sourcing
							
United Nations Sustainable Development Goal Target	<b>3.6</b> By 2020, halve the number of global deaths and injuries from road traffic accidents	<b>8.7</b> Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	<b>10.2</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	<b>11.2</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	<b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	<b>13.2</b> Integrate climate change measures into national policies, strategies and planning	<b>15.2</b> By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

 Goodyear's work on creating solutions for fleets and autonomous, connected and electric vehicles can help make roads safer for everyone. Smart and connected tires can assist the driver with proactive notifications of needed service, such as underinflation and tire wear. They can also help reduce stopping distance lost between a new and worn tire [by 30%](#).

 Goodyear's Procurement team has set a goal to expand our [Supplier Code of Conduct](#) to include sustainable sourcing guidelines and implement with all suppliers by 2021. This will bolster our already robust policies to help prevent human rights issues in our supply chain.

 Goodyear is committed to providing a work environment that is professional, respectful and free from discrimination, harassment, retaliation and workplace violence, and has a [Zero Tolerance policy](#) to protect associates.

 Goodyear's [Tire Optix](#) and [Proactive Solutions](#) help lower total operating costs for today's fleets, and our [AndGo](#) servicing platform helps fleets be ready to go when needed. We are working with [Local Motors](#) on Olli, the electric autonomous shuttle, and [Envoy](#), a provider of shared on-demand, community-based electric vehicles to help enable new transportation options.

 Goodyear established a Zero Waste to Landfill expectation at our tire and chemical manufacturing plants in 2006.

 The biggest impact Goodyear can make is in the product-use phase by helping to increase consumers' fuel efficiency via improved rolling resistance products. Since 2005, we have reduced rolling resistance by 29% across our global consumer tire portfolio.

 In 2018, Goodyear published a [Natural Rubber Procurement Policy](#) that promotes an environmentally and socially responsible supply chain. Goodyear is a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), launched in 2018.

## > MEMBERSHIP IN ASSOCIATIONS

We demonstrate our commitment to sustainable development by collaborating with a variety of organizations, including:

### TIRE INDUSTRY PROJECT (TIP)

Goodyear is a leader in the World Business Council for Sustainable Development (WBCSD) [Tire Industry Project \(TIP\)](#), formed in 2005 as a global, voluntary, CEO-led initiative undertaken by 11 leading tire companies. Together, TIP member companies, representing approximately 65% of the world's tire manufacturing capacity, work to anticipate, identify, analyze and address the potential human health and environmental impacts associated with tire development, use and management through end of life.

TIP's focus areas include end-of-life tire management, tire and road wear particles (TRWP), and sustainable natural rubber.

TIP member CEOs meet biennially to review project progress and approve a two-year work plan. The work plan is reviewed by an assurance group of independent scientists who provide guidance on the scientific relevance and robustness of planned work.

Some of TIP's major accomplishments from 2019 include:

- **Sustainable Natural Rubber** - Participated in inaugural general meeting of the [Global Platform for Sustainable Natural Rubber \(GPSNR\)](#), and a Goodyear representative was elected to the Executive Committee.
- **Tire and Road Wear Particles (TRWP)** - Completed a study, "Evaluation of Tire Wear Contribution to PM2.5 in Urban Environments," that demonstrated that TRWP are a minor contributor to airborne particulate in three major cities. TIP has supported research on the subject for more than a decade and has made [substantial contributions to relevant scientific literature](#).
- **End-of-Life Tires (ELT)** - Published an updated TIP global state of knowledge report on management issues and opportunities for the industry.
- **Environmental Impacts** - Published 2019 edition of the TIP report on environmental key performance indicators (KPIs) for tire manufacturing, noting overall improvement in TIP member performance.



### AUTOMOTIVE INDUSTRY ACTION GROUP (AIAG)

The Automotive Industry Action Group (AIAG) is a unique non-profit organization where Original Equipment Manufacturers (OEMs), suppliers, service providers, government entities and academia have worked collaboratively for more than 38 years to drive down costs and complexity within the automotive supply chain. In 2019, Goodyear joined AIAG's Corporate Responsibility Steering Committee.

### THE CONFERENCE BOARD

Goodyear is a member of the [Conference Board's Product Stewardship and Regulatory Affairs Council](#). Through its membership, Goodyear is able to exchange ideas and best practices about product-related regulatory, compliance and responsibility matters with peers from other companies and industries.

Goodyear is also a member of the Conference Board's [Diversity and Inclusion Leadership Council](#), which provides members with a forum for sharing experiences, knowledge and best practices, as well as its [Sustainability Council 1: Strategy & Implementation](#), which comprises companies that strive to track, manage and reduce their environmental and social footprints in their operations and across their supply chains.



## > SUSTAINABILITY AWARDS

In 2019, Goodyear received a number of awards highlighting our commitment to sustainability:

- Newsweek's 2019 List of America's Most Responsible Companies
- Forbes Magazine's 2019 List of World's Best Regarded Companies
- Forbes Magazine's 2019 List of America's Best Employers for New Grads
- Consumer Reports' Top Automobile Chain Service Destination for Consumers in the United States
- 2019 Top Employers Award by Top Employers Institute in Belgium, France, Germany, Italy, Luxembourg, Poland, Slovenia, South Africa, Spain, Turkey, the United Arab Emirates and the United Kingdom
- 2019 International Busplaner Sustainability Award – First place in the Tire Management Category for the Goodyear Drive-Over-Reader
- The Ohio Committee for Employer Support of the National Guard's Extraordinary Employer Support Award – The only company in the state of Ohio to be honored with this distinction
- United Nations Global Recognition Award for Good Practices of Employability for Workers with Disabilities – Presented to Goodyear Chile



**ASHLEY FAHEY**

Ashley Fahey, Goodyear sustainability specialist principal, was named to the [GreenBiz "30 under 30"](#) list of sustainability leaders in 2019. The award recognizes young leaders who are accelerating sustainability within their industry.

In 2019, Goodyear was ranked one of Ohio's top employers for LGBTQ Equality, according to the 2019 Corporate Equity Index (CEI) from the Human Rights Campaign Foundation (HRC). The index, included as part of HRC's annual report, assesses corporate LGBTQ inclusion policies, practices and commitment to promoting a diverse and inclusive workplace.



Members of the Goodyear Pride Network, an Akron-based ERG promoting LGBTQ education and inclusion, participated in the 2019 Akron Pride Festival Equality March.

At the spring US Tire Manufacturers Association (USTMA) board meeting, Goodyear was recognized in the 2019 Sustainability Awards for Safety and Health Leader category, which highlight member companies for excellence and improvement in worker health and safety.



Anne Forristall Luke, president and CEO of USTMA, presents the award to Steve McClellan, president, Goodyear Americas.



# SUSTAINABLE SOURCING



BETTERFUTURE  
**SUSTAINABLE  
SOURCING**

## > SUSTAINABLE SOURCING

Given the potential social and environmental impacts of a global supply chain, we proactively seek to understand our supply chain risks and address them to support a healthy ecosystem. At Goodyear, sustainable sourcing is our approach to responsibly managing the materials we use for our operations and products. That includes our efforts to source sustainable natural rubber, increase our sustainable material usage, pursue raw material traceability, remove materials of concern and proactively manage supply chain ESG risks.

TOPIC	IMPORTANCE
Sustainable Materials and Sourcing	Goodyear is actively working toward selecting more sustainable materials that deliver the same or enhanced product quality and performance, and selecting suppliers who uphold fair working conditions, use sustainable harvesting practices, and share our values.
Supply Chain Management	As part of Goodyear's commitment to responsible sourcing, supply chain management remains a high priority for Goodyear.

## > SUSTAINABLE MATERIALS AND SOURCING

Prior to sourcing materials, Goodyear's Product Stewardship team completes supplier reviews that include gathering safety data sheets (SDS) and ensuring the materials comply with all applicable global chemical inventories and regulatory standards, including the European Union's Regulation (EC) No. 1907/2006 concerning [Registration, Evaluation, Authorisation and Restriction of Chemicals \(REACH\)](#) and the US' [Toxic Substances Control Act \(TCSA\)](#). Goodyear's Global Material Science team approves material specifications. In addition, through their management of change processes, our manufacturing facilities conduct EHS checks to help ensure safe use and compliance. Goodyear's Procurement and Technology teams manage the governance of materials and sourcing.

### SUSTAINABLE MATERIALS PERFORMANCE

Given that product quality, safety and customer satisfaction are our ultimate goals, our Procurement and Technology teams actively seek sustainable material options that deliver product performance without increasing supply or production costs.

To improve Goodyear's sustainable material use, our Technology teams work to incorporate new innovations and use and/or investigate alternative raw materials that are more sustainable, such as innovative new rubber and soybean oil. During 2019, Goodyear's use of soybean oil increased by 90%, which far exceeded our goal of a 25% increase by 2020. Our use of soybean oil reduces our use of petroleum-based products while helping to enhance the performance of our tires. To learn more about our soybean oil tread compound, see [Advanced Mobility](#).

Another example is our use of bio-based replacements for silica. Goodyear is now using a silica product made from residual rice husk ash – a byproduct of rice processing. Rice husk ash (RHA) silica can help deliver performance similar to traditional sand-based silica yet is more environmentally friendly and helps reduce waste going to landfill. Over the past several years, we have introduced the use of RHA silica in several of our global manufacturing facilities. We are working closely with our suppliers to explore further expanding the use of RHA silica and have set a goal to double our use by 2021. We have made significant progress toward that goal as our 2019 usage increased by 74%. Additionally, we demonstrated the capability to build a tire with no petroleum-based content and 100% rice husk ash silica as a replacement for traditional filler materials like carbon black and/or sand-based silica.



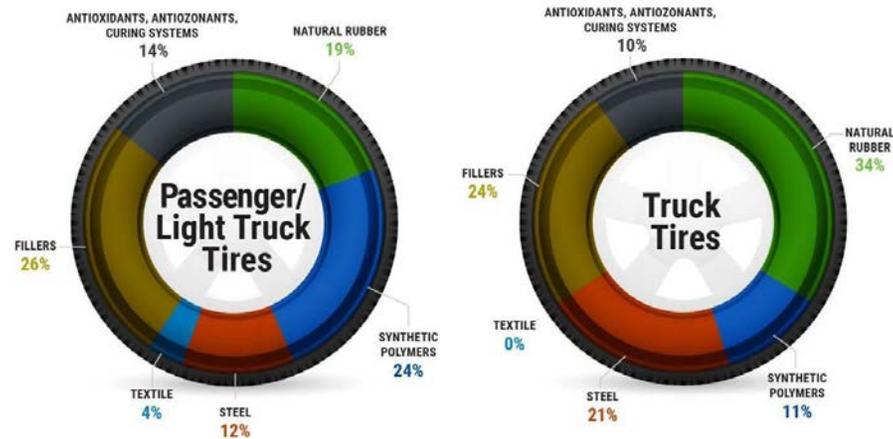
Goodyear is also exploring dandelion rubber as an alternative raw material to rubber from the tropical Hevea brasiliensis tree species, or rubber tree. We are a part of [The Program of Excellence in Natural Rubber Alternatives \(PENRA\)](#) with The Ohio State University, Cooper Tire & Rubber Company, Oregon State University, the University of Nebraska, the University of Akron, and the American Sustainable Rubber Company to research the feasibility of sourcing natural rubber from Russian dandelions, or Taraxacum kok-saghyz. Rubber trees typically take seven years to produce the latex needed for rubber production, whereas dandelions can be harvested every six months. Russian dandelions are also resilient and can grow in moderate climates and poor soil. If determined a feasible alternative, they could potentially be grown closer to our facilities, reducing transportation-related CO<sub>2</sub> emissions.

Synthetic rubber is an alternative to natural rubber and is typically made from petroleum-derived materials. In a joint program with DuPont Industrial Biosciences, we developed and patented a bio-based Biolsoprene™ monomer that can help Goodyear produce high-quality synthetic rubber without depending on a petroleum-based feedstock. This monomer is made from a renewable carbohydrate source that could help Goodyear reduce our carbon footprint.

## SUSTAINABLE SOURCING PERFORMANCE

At Goodyear, we strive to make an impact by our choice of the materials we use. We are committed to managing sourcing in a way that helps reduce environmental and social impacts and improve our global risk management. To that end, we are working to expand Goodyear’s requirements to include sustainable sourcing guidelines. Our goal is to implement these requirements with all suppliers, including guidelines for high-risk material suppliers, by 2021.

Goodyear’s supply chain includes direct materials such as natural and synthetic rubber, steel cord, fabrics, fillers, pigments, chemicals and oils, semi-finished goods such as bead wire, and indirect materials such as services, equipment, maintenance and transportation.



Materials by percentage for “typical” tires [Source: [USTMA](#)].

## NATURAL RUBBER

More than 99% of the world’s natural rubber is made from latex derived from rubber trees, which are primarily sourced from Southeast Asia. The tire industry uses approximately 70% of the world’s natural rubber, and demand for natural rubber is growing. This raises various social, environmental and economic concerns and opportunities associated with the production of this important commodity. Social and agricultural practices in natural rubber production can vary greatly and can have significant impacts on the livelihood and rights of local people, as well as local ecosystems through potential habitat conversions and reduction of species from deforestation.

Goodyear does not own any rubber tree plantations, but we have taken actions as a purchaser of natural rubber. In 2019, Goodyear continued our commitment to responsibly source natural rubber with our Natural Rubber Procurement Policy.

### The key policy principles guiding Goodyear’s actions include:

- Protect the rights of workers, landowners and local people;
- Promote responsible acquisition and management of land that is free from deforestation and land grabbing;
- Promote practices for traceability of natural rubber through the entire supply chain;
- Expect responsible and sustainable processing;
- Promote the best-known cultivation and harvesting techniques;
- Support the livelihoods of smallholders to address deforestation and human rights issues; and
- Regularly audit 100% of active suppliers and work with them to comply with our policy.

Additionally, Goodyear is a founding member of the [Tire Industry Project \(TIP\)](#), a CEO-led initiative with 11 of the world’s major tire companies. Through TIP, Goodyear worked with other stakeholders, including automakers, rubber producers, other end users, and civil society, to move the natural rubber supply chain toward natural rubber sustainability. TIP members and others launched the [Global Platform for Sustainable Natural Rubber \(GPSNR\)](#) in 2018. The platform’s goal is to “harmonize standards to improve respect for human rights, prevent land grabbing and deforestation, protect biodiversity and water resources, improve yields, and increase supply chain transparency and traceability.”<sup>3</sup> In 2019, Goodyear participated in the inaugural GPSNR general meeting and a Goodyear representative was elected to the Executive Committee.

In addition to being a GPSNR founding member and a member of the GPSNR Executive Committee, we also lead a working group focused on defining GPSNR’s vision for sustainable natural rubber and establishing the strategies needed to achieve that vision. In 2019, that working group prioritized efforts within GPSNR to propose standards and policy points for all members and began work to identify the necessary supply chain traceability and transparency technologies to enable companies to demonstrate they are meeting those standards while being able to take action and improve current situations. Additionally, during 2019, another GPSNR working group launched an assessment of current and new capacity-building programs to help natural rubber producers improve their livelihoods, making the natural rubber supply chain more sustainable.



<sup>3</sup>World Business Council of Sustainable Development (WBCSD), Global Platform for Sustainable Natural Rubber. [October 25, 2018](#).

## SUPPORT FOR NATURAL RUBBER FARMERS AND COMMUNITIES

As part of Goodyear's Natural Rubber Procurement Policy, we are committed to socially responsible projects in the communities that support our supply chain. In 2019, we helped improve access to education in two neighboring villages near one of our natural rubber processors in Ivory Coast. Working with our local supplier, we helped to build and furnish two new classrooms for the growing village population.

Additionally, Goodyear held our third community outreach program in Jambi, Indonesia, in 2019. We assisted in replanting 63 hectares (156 acres) of non-productive land with approximately 35,000 high-yield clones and helped provide education on best practice harvesting techniques and follow-up care. This helps increase farmer yields and improve each tree's productivity.



Goodyear's smallholder wellbeing project in Ivory Coast helped to provide new classrooms to villages that rely on being a part of the natural rubber supply chain.

Goodyear's rubber productivity event in Jambi, Indonesia, helped to provide education on best harvesting practices and a replanting of highly productive trees.



## CONFLICT MINERALS

Goodyear does not directly purchase conflict minerals for use in our manufacturing processes; however, some of our tier 1 suppliers incorporate these minerals into components that we purchase from them, such as bead wire. Goodyear conducts due diligence on our supply chain to assess our exposure to risk due to conflict minerals. Our [Supplier Code of Conduct](#) requires that our suppliers source their minerals, derivatives of minerals and other raw materials in a manner that respects human rights and that they do not directly or indirectly finance or benefit armed groups in the Democratic Republic of the Congo (DRC) and/or adjoining countries. We require suppliers to certify that all materials and products supplied to Goodyear either: i) do not contain conflict minerals, such as tantalum, tin, tungsten or gold or ii) if they do, suppliers will cooperate with Goodyear to determine the country of origin and the source (including the applicable smelter) and chain of custody of those elements.

To ensure compliance with our expectations, we also require any supplier with products containing tantalum, tin, tungsten or gold to fill out a Conflict Minerals Reporting Template (CMRT) twice a year. We require suppliers to disclose the smelters for those products, and we are a member of the [Responsible Minerals Initiative's \(RMI\) Conflict-Free Smelter Program](#), an industry initiative that audits smelters' due diligence activities. View our 2019 Conflict Minerals report [here](#).

## SOYBEAN OIL

As we continue to increase our use of soybean oil as a replacement for petroleum products, we recognized a need to formalize our standards for the responsible procurement of soybean oil. Our Soybean Oil Procurement Policy was drafted in 2019 and should be finalized in 2020.



## > SUPPLY CHAIN MANAGEMENT

Goodyear’s Chief Procurement Officer leads our Procurement team to manage Goodyear’s sourcing for the materials and services we use globally. Together with other Goodyear teams, our Procurement team oversees and implements policies, programs, and supplier assessments and audits. The team also provides associate training on topics such as human trafficking, forced and child labor, anti-corruption, compliance, and strategic sourcing processes. First-year Procurement associates receive more than 40 hours of procurement-specific training, and all team members receive an annual refresher training. Training includes content that helps associates identify potential issues and provides us with the skills and resources to respond appropriately.

We require our suppliers to comply with Goodyear’s Supplier Code of Conduct, or have their own equally substantial code of conduct, and we may deny or terminate a business relationship should a supplier not do so. Topics covered in the Supplier Code of Conduct include child labor and other working condition regulations, environmental practices and anti-corruption. We discuss the remaining policies listed above in more detail in [Human Rights](#) and [Natural Rubber](#).

SUPPLY CHAIN MANAGEMENT POLICIES	THOSE REQUIRED TO COMPLY
<a href="#">Supplier Code of Conduct</a>	All suppliers
<a href="#">Global Human Rights Policy</a>	All Goodyear associates and suppliers
<a href="#">Natural Rubber Procurement Policy</a>	All participants within the natural rubber supply chain (e.g., smallholders, plantations, intermediate dealers/consolidators, processors, and trading companies)
<a href="#">Business Conduct Manual</a>	All associates

Goodyear’s Business Continuity and Procurement teams annually conduct an all-category and commodity risk assessment that identifies top raw material supplier risks across our global supply chain. This annual survey considers a wide range of factors, including: procurement spend and volume; supply or supplier alternatives; geographic spend; geopolitical concerns; and emerging laws and regulations. Goodyear reserves the right to request information or access to suppliers’ facilities at any time to confirm compliance, including and especially as it relates to human trafficking and modern slavery. In the event of violations, our Procurement team pursues appropriate responses, which may include working with suppliers to create corrective action plans or, in appropriate cases, terminating the relationship. We include audit and corrective action results in our sourcing strategy discussions.



Our existing screening process includes an ESG survey and requires raw material suppliers – new or existing – to respond to the survey or provide answers to a similar assessment. We began this expanded process with our natural rubber suppliers and, in 2019, completed an assessment for 83% of our raw material spend. Through this process, covered suppliers are required to provide information on policies and programs pertaining to, but not limited to: human rights; employee training; environmental, health and safety; chemical management; hazardous material controls; and waste management. These survey results help position us to take effective action as we determine supply chain opportunities and strategies, as well as to create and implement action and improvement plans when appropriate.

Goodyear is also exploring processes and technology to enhance supply chain traceability, tracking materials along development paths from agricultural production to storage, distribution, processing, manufacturing and more. In 2020, Goodyear is piloting a new system utilizing smartphone technology to assist in field-based data capture with small holders. In this pilot, we hope to work towards rolling out this technology on a broader scale within our natural rubber and other raw material supply chains.

## HUMAN RIGHTS

Goodyear’s [Global Human Rights Policy](#) illustrates that we are fully committed to maintaining an inclusive workplace and value chain that is free of harassment based on a person’s gender, race, age, religion, disability, ancestry, national origin, sexual orientation, or other characteristics protected by applicable law. We prohibit all forms of compulsory, indentured, or slave labor as well as human trafficking, and this extends beyond our operations and includes suppliers and other third parties.

Goodyear’s raw material supplier assessments include questions pertaining to supplier human rights policies and violations. As noted above, our Supplier Code of Conduct addresses important topics including human rights, child labor and other working condition regulations, environmental practices and anti-corruption. All suppliers are required to abide by Goodyear’s Supplier Code of Conduct or have their own equally substantial code of conduct.

In line with Global Reporting Initiative (GRI) reporting recommendations, we reviewed the material contracts listed as part of our annual public financial reporting for those initiating strategic equity acquisitions or capital projects with a view to assessing human rights content in any applicable agreements. For the 2019 reporting period, there were no listed contracts in these categories.

With a comprehensive approach to ethics and compliance measures, we make every effort to ensure our own operations do not allow or pose significant risk for either child or forced labor. In accordance with the [California Transparency in Supply Chains Act of 2010](#), Goodyear takes measures to prevent and eliminate forced labor in our direct supply chain, such as the risk-based assessments, supplier audits and procurement trainings discussed above. To develop the baseline for our human trafficking risk assessments, we used the [2010 US Department of Labor’s \(DoL\) List of Goods Produced by Child or Forced Labor](#) that categorizes goods by country. Within the tire industry, the production of natural rubber, particularly in Southeast Asia, poses the highest risk of child or forced labor.



Goodyear audits all of our natural rubber suppliers every two years to ensure our operations are not supporting child or forced labor. In 2018 and 2019, we conducted onsite audits at 98% of our supply with virtual audits conducted on the remaining supply. We will follow up onsite with the remaining 2% when travel restrictions from COVID-19 are lifted. Please see our [Natural Rubber Procurement Policy](#) for more information.

One hundred percent of Goodyear Procurement associates take an annual online training course on human rights issues. Beyond raising awareness about slavery and human trafficking, such as forced labor and child labor, the course also sets expectations for reporting any known or suspected violations.

Goodyear’s [Integrity Hotline](#), available to both associates and suppliers, enables reporting of potential human rights issues, including anonymously (where permitted by law). This hotline is available 24 hours a day, 7 days a week from anywhere in the world via toll-free telephone or website.

## PERFORMANCE

Our ongoing efforts to strengthen our understanding of our global supply chain through our ESG survey give us a baseline for enhancing our metrics and achieving forward-looking goals, including:

- Completing more than 90% of the assessments of raw material spend to Goodyear’s ESG information (through our survey or similarly) by December 2020;
- Creating and implementing an action plan to improve the performance of each raw material supplier below a defined ESG survey score by December 2020;
- Achieving 100% ESG survey response rate from suppliers of strategic indirect materials by December 2021;
- Training our Natural Rubber Procurement team on the ISO 26000 and ISO 20400 standards by December 2020; and
- Achieving 50% raw material spend traceability by 2025.





# RESPONSIBLE OPERATIONS

## > RESPONSIBLE OPERATIONS

[Goodyear's Strategy Roadmap](#) speaks to our commitment to operational excellence, and that includes practices in support of responsible business growth. Our day-to-day efforts to deliver high-quality products in an efficient manner are supported by a culture of safety and health. We manage our environmental impacts and plan for adverse conditions to ensure business continuity. In the spirit of continuous improvement, we take lessons learned and proven best practices to create and update our global standards. Operating in a responsible manner worldwide leads to protecting our people, our customers, our planet, our financial health and our good name.

TOPIC	IMPORTANCE
Workforce Safety and Wellness	Our vision is to be known as having the safest operations in the world. We have also established the goal of eliminating all serious injuries and fatalities in our workplace while achieving a total incident rate (TIR) of less than 1.0 by 2023 and less than 0.5 by 2028. This goal contributes to the long-term success of our company. It is in place for the health and safety of our people.
Operational Impacts	We continuously work to reduce our operational impact. We believe we have the ability to further reduce energy consumption, emissions, water and waste within our operations, not only to meet and exceed environmental regulations, but also to help improve the environment, our reputation as a good corporate citizen and our bottom line.
Product Quality	Our customers and consumers demand high-quality tires that will help them get where they need to go safely. Quality is an integral part of our Strategy Roadmap, with a vision to be the tire supplier of choice across the world by delivering industry-best products, processes and programs.
End-of-Life Tires (ELT)	An estimated one billion tires reach the end of their useful lives every year around the world. We are committed to advancing the successful recovery, reuse and recycling of end-of-life tires. Environmental benefits include waste reduction, material recovery, decreased energy consumption and costs, and emissions reduction.
Business Continuity	We work diligently to anticipate risks and plan accordingly to operate effectively under adverse conditions to ensure short-term continuity and long-term viability of our businesses.

## > WORKFORCE SAFETY AND WELLNESS

Goodyear's integrated Environmental, Health and Safety (EHS) governance approach ensures that objectives cascade from senior leadership to the regions and throughout each facility. Our Vice President, Global Environmental, Health, Safety and Sustainability (EHS&S) and Business Continuity facilitates the Goodyear EHS Governance Council, which provides an aligned strategy for regional EHS teams and sets organizational EHS expectations. Goodyear's Senior Leadership Team holds the Governance Council and local facility teams accountable for strategy execution and results.

Our [Environmental, Health and Safety \(EHS\) Policy](#) underscores the principles that guide us toward continuous EHS improvement in our workplaces. Additionally, 18 facilities are Occupational Health and Safety Assessment Series (OHSAS) 18001-certified, along with the 44 facilities that are certified to ISO 14001. In 2019, we implemented our enhanced EHS Management System across all operations including customer-facing operations such as our retail and field service support operations. It aligns with recognized standards, including [ISO 45001](#). Baseline assessments were conducted at our tire manufacturing plants, chemical operations, global technology facilities, retail and commercial tire and service centers, airship operations, and primary non-manufacturing operations. Action plans are in place to improve our maturity globally year-over-year.



Our EHS Management System includes a vendor and supplier prequalification process to help ensure shared values and alignment with requisite EHS programs and capabilities. Furthermore, Goodyear's Supplier Code of Conduct applies to all suppliers, stating that Goodyear expects its suppliers to comply with all applicable laws, to adhere to high standards of integrity and to conduct themselves in a manner that will help protect our good name in the marketplace.

Plant Optimization (PO) is our manufacturing operating system that is built on the foundation of People and Environmental Care (PEC). Through PEC, we ensure that associates are meaningfully engaged in EHS. Over the past three years, 652 associates completed the formal two-week PO Academy. The number of associates who completed PO Academy eLearning courses rose to 13,484 in 2019, increasing from 10,783 in 2018 and 8,467 in 2017.

Work-related hazards are identified through associate recognition and identification, audits conducted by third parties skilled in the identification of EHS hazards, and facility management and safety team engagement through audits, GEMBA walks, and safety walks. Facilities also conduct formal risk assessments to conduct pre-task assessments.

Formal health and safety committees represent 100% of our manufacturing associates.

## PERFORMANCE

Goodyear measures our safety progress through both leading and lagging indicators such as: EHS management system maturity; associate engagement; Corrective Action/Preventative Action (CAPA) related to audits, inspections and near-miss incidents; near-miss incident reporting; Serious Injury (SI) and Serious Injury Potential; Total Incident Rate (TIR) (injuries that require medical treatment above first aid and restricted/lost-time injuries); contractor injuries; and first-aid injuries.

All incidents, including injuries, illnesses, near misses and property damage, are investigated. Causes are then identified and corrections developed and implemented. These are captured in our EHS Management System for internal escalation, sharing of lessons learned, analysis, and data analysis.

We reduced the number of serious injuries from 20 in 2018 to 10 in 2019, which includes one workplace related fatality of an associate in our Europe, Middle East and Africa region. We remain committed to take actions needed in furtherance of our goal of eliminating all serious injuries and fatalities in our workplace.

Our focus on SI prevention principles is having a positive impact – we are learning, sharing and being more creative with how we build capability in SI prevention. Detailed metrics can be found in the [data table](#).

## SERIOUS INJURY (SI) PREVENTION

To be known as having the safest operations in the world, we focus our EHS efforts on constantly reducing the risk of serious injuries. We've identified serious injury risks, which we refer to as our Serious Injury Indicators, based on a review of incident history, external benchmarking, and industry best practices. Maturity strategies are developed for each Serious Injury Indicator. For example, in 2019, we deployed a comprehensive strategy to further improve our Isolation and Control of Hazardous Energy (I-CHE) capabilities. Best practices, including training around core definitions and principles, were developed and deployed across our global operations.

In 2019, more than 6,400 leaders across our operations completed our I-CHE learning journey and established personal commitments to apply the knowledge in their roles. The experience will be shared with our manufacturing associates in 2020 and beyond.



Completing the I-CHE learning journey in 2019 were teams from our plants in (clockwise from top left): Ballabgarh, India; San Luis Potosi, Mexico; South Africa; and Thailand; and our HR team from Goodyear's Commercial Truck & Services Centers.

## SYSTEMS AND TECHNOLOGY

Reliable, structured data is vital to current and future EHS decision-making. We have invested in industry-leading EHS management system software that generates real-time global data that allows us to drive decision-making aligned with our strategic goals.

## INDUSTRIAL HYGIENE

Preventing work-related illness in the workplace begins with understanding the potential impacts of noise and the substances used in the manufacturing process. We assess workplace exposures through monitoring, which validates that controls are effective and provides transparency to associates. Goodyear's industrial hygiene process uses best practices and regulatory and consensus standards to move beyond compliance.

## ERGONOMICS

Goodyear's Ergonomic Core Teams implement a six-step problem-solving process to reduce injuries and maximize workplace performance, and our Ergonomic Core Teams' efforts have contributed to our overall incident rate reduction.

In 2019, Ergonomic Core teams assessed and reduced risks on numerous tasks across our footprint. In 2020, we will use smart technology to assess even more tasks for ergonomic risk by introducing sensorless, motion-capture technology to global manufacturing and non-manufacturing sites. Using artificial intelligence and machine learning will help our associates accurately assess tasks and quickly capture real-time ergonomics data.

Goodyear's annual Ergonomic Challenge recognizes and rewards creative, sustainable and high-impact solutions that address ergonomic issues in the workplace. These solutions not only reduce ergonomic risk but also reduce cycle time and overhead costs while improving quality. For our 2019 contest, we received 68 submissions, with the Chairman's Award being presented to the team from our Bogor, Indonesia plant.

The team's project achieved impressive results, including reductions of 98% in risk, 68% in changeover time and 67% reduction in waste.



Associates at our Indonesia plant placed first in our 2019 Ergonomic Challenge.



Hasan Kumru (left), maintenance electronics technician at our plant in Adapazari, Turkey, recently completed his 38th year of injury-free service. He's happy to be a role model for his coworkers and credits his safe career to awareness and risk perception. Hasan is pictured here with Ellis Jones, VP EHS&S and Business Continuity.



In 2019, associates at Goodyear's Archwood chemical facility in Akron, Ohio, celebrated eight years of safe work. They attribute this to their safety culture and robust defenses, which they have been developing and improving for more than a decade.

## > OPERATIONAL IMPACTS

Goodyear's Senior VP Global Operations oversees the teams that implement our robust approach to operational environmental impacts. This includes our network of global, regional and facility leaders in EHS, Sustainability, Engineering and Procurement. Our [EHS Policy](#) is our guiding principle for all levels of management, associates and contractors to continuously improve the safety and health of our workplaces and protect the environment.

We carefully monitor our energy, greenhouse gas (GHG) emissions and water use, set company-wide and facility-specific goals to reduce our operational impacts, and continue to comply with all applicable laws and regulations. In 2019, through the cross-functional efforts of the Engineering, Procurement, and Sustainability teams, Goodyear fully integrated energy management into the PO operating system, which embraces a zero-loss mindset and is active in 30 of our plants. This integration included aligning energy management with several of the key pillars of PO, such as focused improvement, daily equipment care, reliability excellence, and early equipment management.



Goodyear and Enovos will build two photovoltaic power stations at Goodyear's testing facilities in Colmar-Berg, Luxembourg. The two stations will produce annually around 5 GWh and reduce carbon emissions by 46.3 tons, providing clean energy for around 1,200 households for the next 20 years.

### ENERGY PERFORMANCE

During Goodyear's 2018 assessment of sustainability issues, our stakeholders identified energy and GHG emissions as a high-priority topic. Through the integration of energy into PO, we work to reduce energy through zero-loss thinking and equipment efficiency, led by global, regional and plant engineering teams. The energy loss assessment within our overall manufacturing zero-loss assessment has different categories of energy losses that can occur in all areas of the manufacturing facility, such as steam use, utility costs, heating and cooling and electric use efficiency. Upon completion of the annual energy loss assessment, each plant identifies its greatest opportunity areas and sets its own goals in BTUs per pound of production. These goals are incorporated into Goodyear's global energy reduction goal.

We have identified more than 650 energy efficiency projects that leverage a zero-loss culture to prioritize opportunities, target cost reductions and increase efficiency. Our savings in energy efficiency in recent years, on average, has been \$10M each year. Through these efforts, we have reduced our global energy usage by 18% versus our 2010 baseline.

In addition to our annual energy loss assessment and goal-setting process, Goodyear reviews and updates our energy strategy. Some of our recent strategic initiatives included increased sharing of best practices, the creation of a global energy project catalog and identifying key initiatives for the regions and plants. In 2020, we will focus efforts on the expansion of metering at the plants to enable more robust, real-time monitoring of energy performance in a centralized energy management system.

### In 2019, some of our energy efficiency projects included:

- Third-party audits were conducted at 18 plants across our footprint, resulting in the identification of more than 500 projects with potential savings of approximately \$15 million. The audit results supported our annual goal-setting process, and plans are in place to begin prioritizing and implementing the projects.
- LED lighting, mixer efficiency and leak repair projects at our Fürstenwalde, Germany, facility resulted in more than 865 MWh of energy savings, with a combined savings of \$135,000.
- Our Chile plant completed the installation of two high-efficiency pumps and a variable frequency drive (VFD) in the curing area, resulting in approximately 500 KWh per year savings, equivalent to \$50,000 annually for the facility.
- We completed the implementation of online steam trap monitoring in our plants in Aurangabad, India; Thailand; and Indonesia, resulting in a boiler efficiency improvement savings of \$177,000.
- Projects related to lighting optimization with LEDs in Pulandian, China, high-efficiency motor usage in Thailand, and mixing efficiency in Japan resulted in a combined 3,600 MWh savings or approximately \$360,000 per year.
- Our Lawton, Oklahoma, facility installed a new, more efficient air compressor resulting in a savings of 1,700 MWh and approximately \$64,000.

Goodyear has dedicated energy coordinators at 35 manufacturing facilities who are responsible for identifying energy efficiency opportunities and implementing the strategy. Many of our energy coordinators are certified energy professionals, which Goodyear strives to have at our major manufacturing facilities. Internationally recognized certifications enable our plant energy coordinators to effectively develop projects related to energy efficiency and meet our corporate efficiency goals.

We believe we will reduce our energy consumption and have re-established our global energy intensity goal as a reduction of 25% by 2023 compared to our 2010 baseline. To realize our new goal, we will focus on energy reduction opportunities at our plants, as well as expand our focus to include renewable energy opportunities.

In the past, we used renewable energy sources where it made business sense to do so. For example, our plant in Chile purchases 100% renewable energy from hydropower, eliminating CO<sub>2</sub> emissions from the plant's electricity intake while reducing energy costs by 20%. In addition, in our Asia Pacific region, eight solar projects with a total investment value of \$4.1 million were completed or planned from 2016-2020 and resulted in 1.6% of the region's energy consumption coming from renewable investments. From 2016-2019, the investments in solar in that region have resulted in the generation of approximately 4 MW of electricity. Globally, our total renewable purchases and generation account for 3.6% of our annual electricity consumption.

We have established a cross-functional team within our Global Engineering, Procurement and Sustainability teams to develop a global renewable energy strategy by the end of 2020 that is expected to include company-wide renewable energy use targets. In 2019, we began this strategy development by conducting a thorough, global landscape analysis of renewable energy opportunities at each of our major facilities, including the availability and cost of power purchase agreements, green energy tariffs and renewable energy certificates. During 2020, as we continue to develop our long-term strategy, we will continue to analyze the renewable opportunities that currently exist for our global manufacturing footprint.



An example of our work to reduce our operational impact comes from our plant in Malaysia. In 2019, the team installed 6,680 solar panels capable of generating 2.5 MW of power, which will help power the factory, as well as the attached offices and warehouses. Each panel is constructed from 375 W bifacial monocrystalline perc double glass modules, which generate 3% to 15% more electricity than other component options. The amount of carbon emissions reduced over the next 25 years will be approximately 1,980 metric tons.

GLOBAL ENERGY USAGE



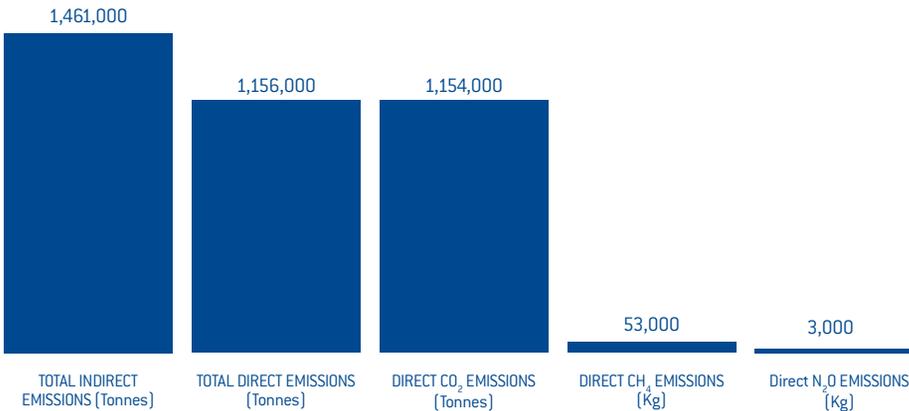
Global Energy Usage (BTU/lb)  
\*Adjusted for mixing complexity and capacity utilization

EMISSIONS PERFORMANCE

More than 90% of GHG emissions related to Goodyear's products and services are realized during the product-use phase. To see how we are addressing these Scope 3 emissions, see [Advancing Tire Performance](#).

Within our operations, our drive to reduce energy consumption also benefits our GHG emissions reduction goal, contributing to a 19% reduction of GHG emissions in our operations since 2010, and progress against our goal of 25% GHG emissions reduction by 2023, from a 2010 baseline.

GLOBAL GHG EMISSIONS  
BREAKDOWN OF 2019 EMISSIONS



GLOBAL GHG EMISSIONS (SCOPE 1 AND SCOPE 2)



GHG Emissions (Tonne/Ton)  
\*Adjusted for mixing complexity and capacity utilization

## WATER PERFORMANCE

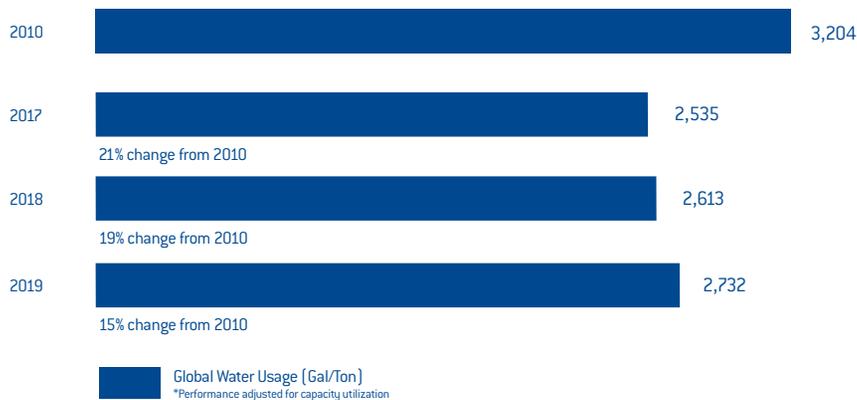
Goodyear's production of tires is not a water-intensive process, and we use water primarily for cooling and sanitary purposes. However, we do operate in areas where water stress can be high. Therefore, we strive to continuously reduce our water use. To understand the full breadth of our water footprint, we track water use and water withdrawal data at 43 of our facilities, and we use the [WRI Aqueduct Tool](#) to annually assess water stress, down to the basin level at every location. We have nine facilities in areas exposed to water risks, but those facilities are some of Goodyear's most efficient in terms of water use. Additionally, even though our usage is not substantial in water-scarce locations, we include the WRI assessment results, where relevant, in new project scopes to ensure projects will not have negative impacts on local water supplies.

In 2019, we reassessed our performance and goals related to water use. Our goal is to maintain our strong performance at our most efficient facilities, while focusing on water efficiency at our highest-intensity and water-stressed locations. Our facilities in high-stressed locations will evaluate their reduction opportunities and implement individual goals to become more efficient. As we approach the deadline for our 2020 goal, we are reassessing the appropriate global water reduction goals for the next five years.

In 2019, we reduced our global water usage by 15% from a 2010 baseline, using 2,732 gallons of water per ton of production at our tire and chemical manufacturing sites.

We source this water from public utilities, wells, lakes and streams, of which 18% (1.783 billion gallons) is from public utilities and 82% (7.913 billion gallons) is from well and surface waters. To reach our goal, we plan to continue to leverage closed-loop cooling systems, onsite treatment plants, and evaporative cooling to capture process water and steam condensate to reuse and reduce the use of water.

### GLOBAL WATER USE



Goodyear's Akron, Ohio, manufacturing facility, which produces race tires for NASCAR, completed a project in 2019 to reduce the amount of water used in its manufacturing process. The facility replaced two vacuum pumps used to cool process water with two high-efficiency pumps that enable closed-loop cooling. This project saves a significant amount of water – approximately 15.7 million gallons each year – while also saving an estimated 110 MWh of energy each year. The facility adopted Goodyear's zero-loss culture and implemented key aspects of our PO operating system to realize these savings.

## WASTE AND SOLVENT PERFORMANCE

Goodyear established a Zero Waste to Landfill expectation at our tire and chemical manufacturing plants in 2006, and each year we strive to achieve the most beneficial use outlets for our materials. We have improved upon our efforts each year since 2006 and are building upon our waste program.

To properly manage and confirm the continued success of our Zero Waste to Landfill program, we began measuring our waste by type and disposal method in 2019. We already require our global waste vendors to comply with our Zero Waste to Landfill program, and we monitor and audit to ensure compliance. If we discover any deviation from the program, we take immediate action, which can include corrective action or the termination of vendor contracts.

We continue to strive to reduce solvent usage and, consequently, solvent emissions. Since 2010, we have reduced global solvent use by 40%.

## RELEASES TO THE ENVIRONMENT

We are committed to reducing the environmental impacts of our manufacturing operations and strive for zero releases to the environment. This includes air and water pollutants and hazardous material spills. In 2019, we experienced one reportable environmental release from our manufacturing operations. Our goal continues to be to eliminate all reportable environmental releases and sustain that performance.

# > PRODUCT QUALITY

We ensure consistent quality through our robust Quality Management System (QMS). Our QMS provides a framework for our quality standards, minimum requirements and best practices that govern and enable our global operations. Goodyear continuously improves our QMS through the execution of our Global Quality Strategy, ensuring that we retain a quality leadership position in every region where we operate. Another way we ensure quality consistency across our facilities is through certified adherence to industry-accepted standards. While all of our facilities are ISO 9001-certified, our OEM-producing plants are certified to the higher IATF 16949 standard, which is specific to the automotive industry and required by certain customers.



Quality is touched by every major level of the Company. Goodyear has a Product Performance Advisory Committee composed in 2019 of our: Senior VP and General Counsel; Chief Technology Officer; Senior VP Global Operations; VP Global Quality; VP Global Manufacturing and Engineering; Director Government Compliance and Product Performance; and the president of each strategic business unit. The committee meets as needed to discuss product quality issues, including those that may require some field action. There are also quarterly reviews with members of senior management to review field performance data. In addition, there are global-, regional- and plant-level quality teams that manage quality procedures and audits and implement continuous improvement actions when necessary. Finally, our production associates receive annual training on product quality and safety. This organizational approach, coupled with robust early warning systems and containment procedures, helps Goodyear maintain an industry leading position in the area of product field performance.

Manufacturing facility audits, by both local plant associates and regional functional experts, are conducted through a structured and layered audit process approach. This approach fosters engagement and ownership of our quality standards down to the floor-level associate. Additionally, external OEM customer auditors and third-party auditors who review adherence to international quality standards, such as ISO 9000, IATF 16949, and AS 9100, complement our internal assessments.

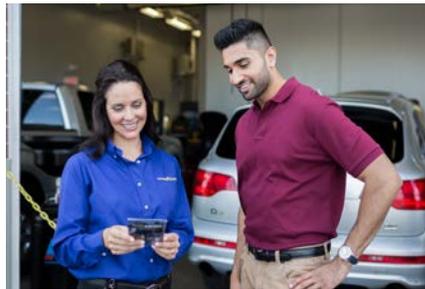
## REGULATORY COMPLIANCE

Goodyear is steadfast in complying with and preparing for the proliferation of applicable global product-related regulations. The following are two examples of recent regulations, with which Goodyear will be compliant:

- The European Union will require a revision of the tire label by May 2021. This will include the addition of snow and ice traction markings. All information for the label will be registered in a product database for ease of market access. An internal focus team will assure compliance to this new requirement.
- The European Union has published a worn tire wet grip requirement effective in 2024. An internal focus team is actively working with the tire industry to define the test protocol for this future regulation.

## CUSTOMER SATISFACTION PERFORMANCE

A critical aspect of Goodyear's product and process quality is our goal of meeting and exceeding customer requirements. We monitor our progress toward this vision through our self-developed OEM customer index, which provides an end-to-end analysis of how we are doing at any given time with each of our OEM customers. This index utilizes a combination of leading and lagging quantitative and qualitative metrics to score overall OEM customer satisfaction, highlighting our priorities and areas for customer relationship improvement at a glance. We also measure customer satisfaction through warranty cost per net sales, which is the cost to fulfill warranties compared to net sales. This metric provides a barometer to measure Goodyear's ability to deliver full value of our tires from point of purchase. Goodyear is among the industry leaders in warranty cost per net sales, and our goal is to maintain this status.



	2019	2018	2017
Warranty cost per net sales	0.22%	0.22%	0.23%

## > END-OF-LIFE TIRES (ELT)

Proper ELT management is an industry-wide issue because consumers replace tires in locations outside of a tire manufacturer’s control. Goodyear’s Senior VP Global Operations and Technology and our global Sustainability and Procurement teams managed our involvement in ELT recovery in 2019. In order to do our part, Goodyear:

- Promotes the proper management of ELT in our company-owned retail locations;
- Encourages the return of Goodyear tires to Goodyear locations through our warranty program; and
- Actively collaborates with industry peers through TIP and regional trade associations, to advance industry-wide ELT management systems.

### PERFORMANCE

Globally, a number of ELT recovery systems are already highly developed, such as in Europe, Japan and the US, with recovery rates of 92%, 92% and 81%, respectively.<sup>4</sup> However, we will continue to collaborate with our industry peers in the search for improvement with the goal of reaching 100% recovery for all tires worldwide.



Within Goodyear, we are leveraging a cross-functional team to further our efforts in ELT management at our company-owned locations and continue to promote best practices and new markets globally. We began measuring the percentage of tires going to beneficial reuse coming from our company-owned retail and commercial locations in 2019. Beneficial use includes, but is not limited to, energy recovery, material recovery and civil engineering applications. Energy recovery, or Tire Derived Fuel (TDF), provides a host of environmental benefits, such as using ELT rather than coal, for fueling cement kilns, reducing the need for virgin fossil fuels. Tires contain less carbon per unit of energy than coal or petroleum coke; therefore, using ELT as a fuel source reduces GHG emissions. Regulations require cement kiln operators to capture and properly dispose of particulate emissions. Additionally, cement kilns are abundant, which limits transportation-related emissions.

To further Goodyear’s ELT management, we are establishing a baseline for current ELT data from our retail stores, commercial tire service center (CTSC) locations, logistic centers and product service centers globally where we have direct management. From this baseline, we will work to further positively influence ELT recovery at our locations. We will also continue our active involvement in TIP’s work to promote ELT recovery routes, especially in developing nations, and [its research](#) regarding emerging uses for ELT, such as rubber-modified asphalt and the development of new markets. Additionally, we are looking to collaborate with customers to support beneficial reuse of tires.

## > BUSINESS CONTINUITY

Goodyear’s Director Global Business Continuity oversees all Business Continuity teams comprising representatives from each business unit and tactical function. Governed by a senior leadership committee, this team implements a comprehensive “all-hazards” Business Continuity Process with steps for preparedness, response, restoration and recovery for any incident Goodyear may face, including natural disasters, political unrest, pandemics, supply chain risks, cyber security, and labor relations. This Business Continuity Process follows the [National Fire Protection Association \(NFPA\) 1600 Business Continuity standard](#) and is also aligned with the [Disaster Recovery Institute \(DRI\) International](#) for certification and accreditation in business continuity. All manufacturing locations, key business units and global leaders complete risk surveys each year to assess potential local risks. The Business Continuity team then prioritizes risks by highest probability and potential impacts to Goodyear and plans accordingly. At the end of each year, we evaluate actual incidents and set priorities to reduce future frequency and potential impacts.



<sup>4</sup> Global ELT Management – A global state of knowledge on regulation, management systems, impacts of recovery and technologies

We evaluate the strength of our Business Continuity Process through an annual maturity model called Business Continuity Excellence. Based on [DRI International's Professional Practices](#) framework for maintaining organizational resilience, our assessment evaluates teams located at our manufacturing facilities. We then set annual targets for continuous improvement. Additionally, team members from each business unit complete monthly scorecards to track execution of activities such as quarterly meetings, training, contingency plan development and testing, post-incident gap analyses, best practice sharing and benchmarking to bolster our understanding of and response to potential risks. To assess year-over-year progress, we track completion of the following procedures:

METRIC	DESCRIPTION
Business Continuity Plans (BCPs)	All locations participate in the Business Continuity Process, based on their size. Facilities with 1-49 associates have a one-page plan, those with 50-199 have a playbook and those with more than 200 have a BC Plan (BCP).
Business Continuity Software	Facilities with a BCP use business continuity software to track risk assessments and business impact analyses (BIAs), which contribute to the BCP.
Business Impact Analysis (BIA)	BIAs are surveys to promote discussion between facilities, regions and headquarters around the most critical business processes at a given facility. The action plans outlined in BCPs are based on BIA results.
Number of Incidents	Classified as either human, natural or technological, incidents are tracked by region, type and duration. We have nearly 2,000 incidents documented since the BC process was formalized, with nearly 150 addressed in 2019 alone.
Average Incident Duration	Duration is measured as less than a day, a day to a week or greater than a week. More than 40% of all major incidents in 2019 involved active team participation for greater than a week.
Tabletop Exercises (TTOP)	Goodyear conducts tabletop exercises to test and validate existing BCPs – in 2019, our tabletop exercises engaged more than 500 team members on a single day and involved all regions. We look for gaps and update plans as needed. All major facilities are required to participate in at least one TTOP each year. Best practice results from major TTOPs are shared with all regions.

Goodyear's Business Continuity team has up to 400 global team members engaged and trained. Nearly all team members have other full-time roles but make business continuity a priority when necessary. They all are encouraged to complete a formal annual business continuity training with current materials maintained on an internal web-based platform. Having a robust team is

strategic and enhances the resilience of our response. The more associates who understand our process, the more quickly we alleviate concerns across Goodyear's footprint. Each September, we share business continuity awareness training and various resiliency resources during Goodyear's Global Preparedness Month.

Goodyear collaborates with external entities to improve the resilience of our communities. We engage suppliers, customers, insurers, financial institutions and government agencies to foster collaboration, preparation and response. For instance, Goodyear Headquarters is a Closed Point of Dispensing location for the Summit County public health department. In the event of an infectious disease outbreak, we will distribute medication to local associates to relieve the stress on the county and ensure that our associates will not contract or spread an infectious disease. Other collaborations include inviting the Department of Homeland Security, Federal Bureau of Investigations, American Red Cross and the local police to present during Global Preparedness Month and working alongside our customers to find solutions that meet their business continuity needs.

### BUSINESS CONTINUITY PUTTING THEORY TO PRACTICE

Our Business Continuity team begins planning in April of each year before the annual hurricane season in the United States. Goodyear convenes 14 cross-functional teams to discuss lessons learned and create a work plan that senior leadership approves.

In 2019, Tropical Depression Imelda wreaked havoc by dumping 30-40 inches of rain in Texas in a six-county area near three of our chemical plants. Flooding in our Beaumont plant ranged from 10 to 31 inches, and 16 associates stayed on-site to keep the plant safe and secure during the worst of the storm. During the following weeks of the recovery effort, more than 300 Beaumont associates worked seven days a week to safely achieve a successful restart and continued to operate at high levels to meet customer orders. Additionally, our Business Continuity team engaged more than 120 team members outside the area to provide assistance to minimize business and facility impacts. Throughout the process, we continued to meet the needs of our customers.

As part of our continuous improvement process, a gap analysis was conducted after this and other major incidents in 2019. Lessons learned were incorporated into existing plans, which we shared with our regional team members. Regardless of the type of event, our goal is to be prepared to respond and recover.



# ADVANCED MOBILITY



## > ADVANCED MOBILITY

Advanced forms of mobility – such as fleets, autonomous, connected and electric vehicles – are transforming the tire industry and have the potential to make driving safer and more sustainable. Goodyear is positioned for success through our commitments to advanced energy efficiency, safety, tire longevity, comfort and convenience, as well as several innovative pilot projects. Goodyear’s innovative spirit and drive for excellence puts us at the epicenter of the mobility revolution. We are working closely with customers and other innovators to shape this transformation. We are excited for the future of mobility and have much to offer the transportation industry through our work in Advancing Tire Performance and [Shaping the Mobility Revolution](#).

TOPIC	IMPORTANCE
Advancing Tire Performance	We continue to advance our technologies to help our customers reach their emissions reduction and safety goals and to be part of the solution to these global challenges. OEMs, airlines, fleets and others continue to face significant pressure to further reduce vehicle emissions and energy use and increase safety.
Shaping the Mobility Revolution	We are driving toward a mobility future in which shared vehicle models and fleets are commonplace, and the vehicles themselves are smarter, safer and emit significantly fewer GHG. Tires are critical components to accomplishing these objectives.

## > ADVANCING TIRE PERFORMANCE

Goodyear’s two Innovation Centers in Akron, Ohio and Colmar-Berg, Luxembourg; three development centers in Hanau, Germany; Pulandian, China; and Hebron, Ohio; and our four regional innovation labs, help us to develop and test state-of-the-art products and services. Our key business leaders hold annual Product and Innovation Leadership reviews to discuss regional product needs, developing technologies, regulatory changes, customer input, benchmarking, new product roadmaps and upcoming product launches. Goodyear’s Technology and Materials teams create roadmaps for potential products, following a technology creation process (TCP) and product creation process (PCP) that include technology or product development, prototype testing,

manufacturing scale and ultimately product launches. Quarterly meetings discuss progress on TCPs and PCPs, and emerging market trends, and to ensure that our processes and products provide optimized tire performance and meet tire labeling and regulatory requirements.

When we test our products, we take into account regulatory requirements for all countries and regions where we operate, as well as additional testing to meet Goodyear’s stringent standards for performance and handling. For example, tire labeling regulations in Europe require three metrics – fuel efficiency, wet grip and external road noise. In Europe, Goodyear was first to achieve an A label in rolling resistance for an all-season tire also rated as 3 Peak Mountain Snowflake certified. We also test our tires across more than 50 safety and performance metrics before they enter the market.

### IMPROVING FUEL EFFICIENCY

Goodyear’s [lifecycle assessment \(LCA\)](#) results point to the product-use phase as our greatest opportunity to reduce GHG emissions. Goodyear has the ability to help influence fuel efficiency through our tires’ rolling resistance and weight. A tire with low rolling resistance and a vehicle with less weight consume less fuel and emit fewer GHG emissions. To help reduce rolling resistance, tire construction must reduce unnecessary weight and minimize the energy losses in the tire, while providing performance. Therefore, we always test our rolling resistance and weight reduction advancements in tandem with wet and winter grip to ensure top performance in both categories.

To illustrate our commitment to improve vehicle fuel efficiency, we are working toward the following goals for our global consumer tire portfolio: reduce rolling resistance by 40% and reduce tire weight by 9% by 2025 from a 2005 baseline.

Goodyear developed state-of-the-art technology in rubber compounding, tire construction and manufacturing to meet the increasing demand for lighter tires with low rolling resistance. Rubber compounding efforts include testing different methods to mix and cure the compound, as well as alternative materials and fillers that could enhance fuel efficiency. For the past decade, Goodyear has applied lightweight technology to many of our tires.

## SAFETY

Safety is a top priority for Goodyear and all of our stakeholders, including our OEM customers and consumers. Enhanced tire safety comes from wet grip – the braking behavior of tires on a wet road – and added traction for winter road conditions. We continuously innovate and test for potential performance improvements in wet, dry and winter conditions.

One Goodyear innovation that enhances tire performance stems from a renewable, bio-based material: soybean oil. In 2012, Goodyear scientists and engineers – with the support from the United Soybean Board – began developing a tread compound in which soybean oil replaced 100% of petroleum-derived oil. Soybean oil helps keep a tire’s rubber compound pliable in changing temperatures, a key performance achievement to maintaining and enhancing vehicle grip on roadways. We commercialized this innovation in our Assurance WeatherReady™ consumer tire line in 2017, followed by three additional product lines in recent years. In 2018, we received the “Environmental Achievement of the Year” award for this tire line from Tire Technology International. Given the innovation and performance excellence that we are able to provide our customers with this product, Goodyear has introduced additional soybean-oil-based tire lines, and is successfully working toward our goals to increase soy oil consumption by 25% by 2020 and fully replace petroleum-derived oils by 2040. Visit [Sustainable Materials](#) for more examples of Goodyear’s sustainable material use.



## TIRE LONGEVITY

Tire longevity reduces the number of tires that reach their end of life in a given year. This is especially important to Goodyear’s fleet customers, who save significant time and labor by replacing fewer tires, as well as electric vehicle customers, who benefit from longer-lasting tires to handle increased torque from electric engines.

In 2018, we launched the [Assurance MaxLife](#) consumer tire in the US, which features TredLife™ Technology with easy tread-depth readings and our highest tread wear limited warranty for consumer tires. In our commercial truck tire portfolio, Goodyear’s Endurance LHS steer tire is delivering extraordinary mileage, exceeding 200,000 miles for some fleets.

Goodyear also offers commercial and off-highway retreading services to increase tire longevity. We are known by our commercial and off-highway fleet customers for our efficient retread services, which enable them to get back on the road quickly and save money.



Goodyear and Skechers collaborated on high-performance shoes that utilize Goodyear Performance Outsoles to provide enhanced stability, excellent grip and durability. The Goodyear-developed technology contains a special polymer with soybean oil – a material used in some of the Company’s top-performing Assurance WeatherReady™ tires, as well as our Eagle Exhilarate™, Eagle Enforcer All Weather™ and Assurance ComfortDrive™ tires.



Goodyear tires with soybean oil instead of petroleum-derived oil.

## COMFORT

Goodyear is working to reduce the road noise from our tires through a combination of tread design and construction of the tire carcass. Because some vehicle constructions are more sensitive to tire noise produced by air vibration inside the tire cavity, we created Sound Comfort Technology to reduce tire air cavity resonance. Our technology applies an open-cell polyurethane foam element to the inner surface of the tire that enables a vehicle interior noise reduction of up to 4dB.<sup>5</sup> The foam is also light enough to avoid negative impacts on tire weight or rolling resistance.

## > SHAPING THE MOBILITY REVOLUTION

In addition to our innovation management outlined in [Advancing Tire Performance](#), Goodyear's Innovation Technology and New Ventures groups are constantly exploring technological advancements that will better serve our customers' current and future needs and reshape the future of mobility. We conduct market research to understand market and customer trends.

Our research has pointed us in the direction of exploring, experimenting and delivering on four different avenues:

1. Simplifying the consumer buying and tire maintenance process;
2. Manufacturing connected and intelligent tires for fleets, OEMs and autonomous vehicles;
3. Maximizing return on investment for consumer and commercial fleets with advancing tire and fleet digitization, including shared and leased fleets;
4. Developing new mobility architecture, such as maintenance-free tires and sealants.

## SIMPLIFYING CONSUMER BUYING AND MAINTENANCE

We understand that our consumers favor convenience and efficiency. Therefore, we designed a tire-buying and replacement process, [Roll by Goodyear](#), which differs from our traditional tire stores in aesthetics, location and service offerings. Roll service offers delivery options, such as online valet booking where we will pick up and drop off our consumers' vehicles at their preferred locations. Alternatively, we offer a [mobile installation](#) service, available in select US cities, where we will travel to our consumer's desired location and install the tires. At the end of 2019, 16 Roll by Goodyear stores were open in the US.

<sup>5</sup> Test vehicle: Audi A7 3.0 FSI on straight line with measurement parameters of 50, 70, 90, 100, 110, 120, 130 kmh, comparison of the airborne sound level in the interior when compared to standard tires.

## CONNECTED AND INTELLIGENT TIRES

As companies and stakeholders continue to address the potential of autonomous vehicle capabilities, Goodyear will be ready with connected and intelligent tires that can respond with optimum stopping distance and high performance to enhance rider safety. We are collaborating with our OEM customers, as well as universities, research institutions, start-ups and governments to complement Goodyear's expertise and advance our technologies. We also are providing tires for the Local Motors Group, which developed a [self-driving fleet of people-moving shuttles, called Olli](#).

## FLEET DIGITIZATION

Goodyear's ability to service commercial fleets is well established, and we have already begun to offer digital connectedness in the form of advanced telematics and predictive analytics technology. With our proprietary artificial intelligence technology, we will help fleets predict when their tires need service or replacement, improving overall tire management and maximizing uptime across the fleet. With Goodyear's new TPMS Plus offering, sensors actively monitor tire conditions in real time, allowing commercial fleets to identify and address issues like air leaks, low pressure and abnormal temperature. An agreement with [Norfolk Southern](#) was announced in 2019 to support the company's large fleet with TPMS Plus.



## MAXIMIZING COMMERCIAL FLEET ROI

Tires are among the top expenses for commercial fleets. Through Goodyear services, we are able to help reduce commercial fleets' total cost of ownership and maximize their return on investment. For instance, by using our digitization tools and sensors such as [Tire Optix](#), our commercial fleet customers will no longer need to physically check the tire pressure of each tire on each vehicle in their fleet, saving them time and money. Another tool, Goodyear's Drive-Over-Reader, also aids in this automatic tire-checking practice.

## NEW MOBILITY ARCHITECTURE: MAINTENANCE-FREE TIRES AND SEALANTS

The architecture of tires will look different in the new mobility ecosystem, where ridesharing and autonomous vehicles will become mainstream. Given the shift in vehicle ownership, lower maintenance and longer-lasting tires will be in demand. Goodyear's development work in non-pneumatic tires is leading to products that are designed to eliminate flats and air pressure checks, offering worry-free performance. The technology is part of Goodyear's strategy to develop maintenance-free options for passenger and commercial vehicles, particularly in fleet applications.

[SealTech](#) is another Goodyear extended mobility solution, a practical alternative to a spare tire. Based on post-cure sealant technology, SealTech automatically seals a puncture up to 5mm in diameter in the tire tread, while providing excellent and balanced driving performance after a puncture. SealTech is the chosen tire for the Volkswagen Arteon in Europe and other vehicles.

## CYBERSECURITY

Goodyear's new digital platforms for autonomous, shared and connected vehicles that incorporate tire and vehicle telematics are being built on a principle of cybersecurity by design. This is being achieved through proactively implementing cybersecurity best practices and collaborating closely with our world-class IT providers.



### TIRE INTELLIGENCE AND SMARTER FLEETS

Goodyear initiated pilot programs with consumer and light-commercial fleets, providing expertise in vehicle operation and monitoring, basic maintenance, and in some cases, supplying intelligent tires – those equipped with tire-embedded sensors.

This includes work with Redsphere, a transport and logistics group operating in 19 countries throughout Europe, outfitting delivery and service vans with intelligent tires, creating the ability to “fast-capture” relevant data due to the high-mileage use of the vehicles.

In North America, Goodyear collaborated with Bell Canada to pilot tire monitoring capabilities that allow fleets to operate more efficiently.

Goodyear has equipped these and other fleets of vehicles with intelligent tires, which contain sensors to capture tire data. With the tire sensors, the fleets benefit from continuously monitored and recorded wear rate and tire pressure, which is combined with other vehicle data. The information is connected to Goodyear's proprietary algorithms to enhance overall fleet operations and predict when the tires need service or replacement. This more effectively helps keep the vehicles operating without interruption, a key in the on-time delivery and service segment.

Goodyear's advantage for our expanding range of partners is our combination of fleet management expertise, intelligent products and a vast service network to deliver complete solutions for the future of mobility.



### PRACTICE MAKES PERFECT

Goodyear marked our 75th year of tire testing operations in San Angelo, Texas, and announced two new expansion projects at the facility to further establish our commitment to performance evaluation in segments as diverse as sports cars to earthmover trucks.

Goodyear added a second vehicle dynamics area – a 324,000 square foot paved pad – and is building an additional evaluation facility for off-the-road products that will include state-of-the-art equipment for testing the industry's largest earthmover tires.

The San Angelo facility covers 7,250 acres and includes 58 miles of roads and track, 14 miles of fence and more than 200 test vehicles. Associates there test approximately 20,000 tires annually. There are 53 different test surfaces, ranging from asphalt and concrete to bricks, blocks, dirt, mud and more. The new vehicle dynamics area is optimized for tire testing in extreme wet conditions and is a precision-engineered paved surface with a 1-degree slope to enable constant water flow across the surface. All water is recycled and reused.

Goodyear also operates testing and proving grounds in many global locations, including Americana, Brazil; Akron, Ohio; Colmar-Berg, Luxembourg; Mireval, France; Wittlich, Germany; and Ivalo, Finland.



### REACHING FOR THE STARS TO MAKE BETTER TIRES

In 2019, Goodyear made a trip to the International Space Station (ISS) US National Laboratory to further its study of materials performance and continue innovating for tire enhancements.

In the microgravity environment of the space station, Goodyear – via ISS astronauts – was able to study the formation of silica particles, a common material used in consumer tires. By gathering knowledge from this evaluation, Goodyear engineers and scientists can determine if unique forms of precipitated silica might be considered in tires to enhance performance.

Fifty years earlier, Goodyear had supplied essential products for the Apollo 11 spacecraft, and later worked to provide the only tires on the moon.



Photo credit: Envoy Technologies

### CONSUMER FLEETS ‘BORROW’ GOODYEAR’S HELP

Working with a selection of shared fleet operators, from Envoy to Borrow, Goodyear co-created a breakthrough connected fleet servicing platform. We expect to help fleets operate more efficiently in 2020.

A series of service innovation pilots were begun in 2019 using Goodyear’s unique predictive tire servicing solution for connected fleets, which forecasts and automatically schedules needed tire maintenance and replacement.

One pilot program matched Goodyear with Borrow, a short-term, fully electric car subscription company based in West Hollywood, California, allowing Goodyear to test a solution while servicing a fleet, representing a new model of emerging mobility.

Goodyear’s effort with Borrow built upon another pilot with Envoy, a provider of shared on-demand, community-based electric vehicles, as well as a successful test program with Tesloop, a city-to-city mobility service that exclusively used Tesla electric vehicles. These initiatives were developed and implemented through Goodyear’s Innovation Lab in San Francisco, which works to connect with automakers, suppliers and mobility-related startups to build products and data-driven service models for fleets, autonomous vehicles and other mobility applications.

With on-demand car sharing and ride-hailing services on the rise, Goodyear is extending our fleet services business model to shared mobility providers to improve urban fleet operations. A new offering, AndGo by Goodyear, is a seamless vehicle servicing platform that combines predictive software and a trusted, national service network to enable consumer fleets to be ready to go when they are needed. Beyond just tire service, AndGo helps deliver vehicle readiness, helping consumer fleets boost their performance.

The future of mobility has a strong emphasis on fleets and electric vehicles, and the ongoing testing of digital service solutions for consumer fleets allows Goodyear to lead in this space.



# INSPIRING CULTURE



## > INSPIRING CULTURE

Engaging and enabling our associates to realize their full potential is one of the core tenets of our [Strategy Roadmap](#). It starts with attracting top diverse talent and is followed by fostering inclusion; offering opportunities for skill and career development; promoting health and wellness; and making a positive impact in our communities. Over the past year, we have made progress in delivering and measuring our impact in these areas.

TOPIC	IMPORTANCE
Talent Management	Our associates are the driving force behind Goodyear's success. They underpin every aspect of our Strategy Roadmap and help Goodyear deliver value to our customers, shareholders and communities. We provide integrated talent management and learning solutions aimed at enabling our associates to reach their full personal and professional potential at Goodyear.
Diversity and Inclusion	A diverse workforce is critical to Goodyear's long-term success. Embracing and valuing differences allows us to attract top talent; improve associate satisfaction and engagement; foster innovation; and meld varying experiences and perspectives to drive enhanced customer service, business creativity and decision-making. Our goal is to create a work environment where people have a real sense of belonging and are able to thrive.
Health and Wellness	Goodyear's wellness initiatives take a holistic view of associate health to enable our associates to thrive and bring their best selves to work each day.
Community Engagement	Collaborating with community organizations energizes our team and helps us all build a better future. Our global strategy and efforts are an extension of our business – aimed at safe mobility, inspiring students to reach their full potential and reducing environmental impacts.
Compliance and Ethics	To "Act with Integrity" is a core component of the Goodyear global <a href="#">Strategy Roadmap</a> . Each associate is responsible for acting with honesty, integrity and respect – every day and everywhere we do business.

## > TALENT MANAGEMENT

Guided by our global talent strategy, Goodyear's Senior VP and Chief Human Resources Officer oversees the Global Human Resources (HR) teams and all talent attraction, development and retention programs. These HR teams implement our talent management strategy both globally and locally, analyze our successes and identify areas of opportunity.

### TALENT ATTRACTION PERFORMANCE

Winning in the marketplace starts with attracting the right talent, those who live our values – acting with integrity, inspiring each other, collaborating, embracing change and delivering results. Our Global HR team builds and executes unique strategies for attracting interns; salaried associates; retail and hourly positions; and executives. For example, with interns and entry-level positions, we participate in annual career fairs and have a university recruiting council with representatives from across the Company to align our campus recruiting efforts. We use key performance indicators to evaluate the effectiveness of our various talent attraction strategies.



Critical to talent acquisition is the ability to identify internal talent for open positions. We encourage our associates to check for current job postings of interest through Goodyear's career site – the same place where external candidates can easily view and apply for Goodyear jobs. Additionally, we encourage our associates to regularly update their professional work profiles in our talent management system for potential career advancement opportunities.

### TALENT DEVELOPMENT PERFORMANCE

Developing our talent is key to retention and business growth, and we offer a number of tools to help associates have fulfilling careers, including Talent Central, a central repository of career development resources, and The Goodyear Learning Center (GLC), our in-house collection of online courses available to all associates. The GLC offers more than 31,500 courses to help associates develop leadership and professional skills, technical capability and business acumen, including the entire LinkedIn.com course library available in multiple languages. Additionally, each year we host an Associate Learning Week, available to all associates. Associate Learning Week classes are organized under three tracks: "Power Up" helps associates grow their understanding of Goodyear and its business operations; "Accelerate" shows associates how to advance their career through professional development; and "Recharge" demonstrates the tools and activities to help them stay engaged and healthy. In 2019, we offered 335 in-person and online sessions during Associate Learning Week.

2019 CORPORATE RESPONSIBILITY REPORT

In our manufacturing plants, one of the pillars of Goodyear's PO operating system is Continuous Skills Development, which focuses on developing problem-solving and decision-making skills for all manufacturing associates. We accomplish this through the PO Academy with ongoing learning experiences and workshops on various technical and soft skills. In addition, our Global Manufacturing Leadership Program provides training and mentoring to develop the next generation of plant leaders. We successfully launched a Plant Manufacturing Director Program for all plant directors and managers in 2018 and expanded that program in 2019. These programs assist in capturing and transferring knowledge from incumbent leaders and sharing best practices across our business.



Associates and managers create annual performance and development plans as part of Goodyear's Performance Development Process (PDP). Resources enable associates and managers to align their actions to Goodyear's strategic goals. While PDP plans are created during annual conversations between associates and managers, we also encourage ongoing dialogue and coaching through informal development check-ins throughout the year and promote Goodyear's Connect and GROW training series to facilitate meaningful discussions. From 2017 to 2019, Goodyear trained 3,300 associates in Connect and GROW.

We understand that our associates may have career aspirations beyond those directly aligned to their current position, and we want to encourage personal development to increase overall job satisfaction and career advancement. To facilitate this, we offer the capability for salaried associates to create Individual Development Plans (IDPs) to map their career aspirations and short- and long-term goals.

**TALENT ENGAGEMENT AND RETENTION PERFORMANCE**

Our robust personal and career development programs – combined with our diverse and inclusive culture; health and wellness initiatives; and community engagement opportunities – illustrate our commitment to our associates' overall wellbeing and satisfaction at Goodyear.

To measure our effectiveness in delivering on "[How We'll Work](#)" in our Strategy Roadmap, Goodyear implemented a global engagement pulse survey at the end of 2018 and continued surveying throughout 2019. Each quarter, we invite 25% of our salaried workforce to complete the survey, ultimately gathering feedback from 100% of salaried associates annually. Having more frequent touchpoints with associates allows us to collect and respond to feedback more quickly and to measure our progress on an ongoing basis.

Hourly associates in our manufacturing and retail facilities also participate in stay interviews, career development interviews and skip-level meetings to provide continuous feedback. Stay interviews offer an opportunity to deepen relationships and build trust with associates and allows us to assess the degree of associate satisfaction and engagement that exists in a department. This strategy is used frequently throughout the Company and specifically within our manufacturing plants. Career development interviews within the manufacturing footprint are conducted at designated periods of time each year for consistency. Through these interviews we gain insight into associate motivators and career aspirations to better focus our development and retention efforts. In skip-level meetings, senior leaders meet with associates in an informal setting to discuss matters of importance to the associates. Similar to the stay interviews, these discussions allow for open dialogue and candid feedback.

We also offer an electronic exit interview survey to salaried associates who elect to leave Goodyear to better understand why they chose to move on. We evaluate the survey responses to look for themes and opportunities for improvement to share with HR and business leaders. This critical information informs our ever-evolving talent strategy and helps us take actions to supplement or improve our career development, engagement and retention programs.

**SUCCESSION PLANNING**

Goodyear measures the retention of our top 50 most critical positions worldwide and undergoes robust succession planning to prepare the next generation of Goodyear leaders. Our vision is to have ready-now successors that can step into our most critical positions at any given time. To determine which roles are most critical for succession planning, our Global HR team disseminates a succession planning process that all HR teams complete on an annual basis. Global HR aggregates the results and reviews the top 50 roles in detail with senior leadership, as well as our progress on the following five accountability metrics/goals:

- 100% ready-now successors for our top 50 positions
- 100% execution against the top 50 succession plans
- 100% retention rate of high-potential talent
- Year-over-year increase in global female leadership in executive pipeline
- Year-over-year increase in US diverse leadership in executive pipeline

We put these metrics in place in 2017 to evaluate the strength of our succession plans and internal processes. Our HR team shares these metrics with business unit leaders, along with a toolkit to help them create customized development plans to accelerate successor readiness.



## > DIVERSITY AND INCLUSION

We are committed to a diverse and inclusive work environment, which is reflected in the policies that govern our workplace, such as the Business Conduct Manual and Global Zero Tolerance booklet. Our commitment to diversity and inclusion (D&I) is also evident in our recruiting strategies, succession planning, D&I training and Employee Resource Groups (ERGs). Goodyear's Senior VP and Chief Human Resources Officer is responsible for engaging functional and facility leaders around our D&I strategy. Our senior leadership team reviews the strategy as well as key performance indicators and actions and reports out annually to our Board of Directors.

Our efforts include embedding D&I into our talent processes. We actively work to improve our hiring processes and community partnerships to recruit and retain diverse talent, such as requiring our recruiters to become [AIRS Diversity and Inclusion Certified](#). To realize year-over-year increases in the diversity of our workforce, our HR teams strive to have qualified female and minority candidates on every executive slate and participate in national and regional career fair events, such as the National Society of Black Engineers (NSBE), the Society of Hispanic Engineers (SHEPE), and the Society of Asian Scientists and Engineers.



### EMPLOYEE RESOURCE GROUPS (ERGS)

Key to our inclusion efforts are our robust ERGs, including Goodyear Black Network (GBN); Goodyear Veterans Association (GVA); Goodyear Women's Network (GWN); Goodyear Pride Network (GPN); HOLA (Hispanic/Latino); and Next Generation Leaders (NEXTGEN). In 2019, we launched an additional global ERG, Goodyear Asia India Middle East (AIM).

Each ERG has goals to:

- Create awareness of company resources and information through outreach and coordination with members
- Support Goodyear in our efforts to attract, develop and retain associates by:
  - Assisting in outreach and recruiting efforts
  - Helping to introduce new and current associates to the organization and culture
  - Providing opportunities for professional growth and leadership skills development
  - Connecting associates with role models and mentors
  - Providing opportunities to showcase work-related skills and connect with senior leadership
  - Offering associates a sense of community and belonging
- Provide feedback, articulate shared interests and foster open dialogue with executive sponsors and the Office of D&I
- Ensure the ERG activities are consistent with and reinforce Goodyear's Strategy Roadmap



Due to the growing number of ERG chapters around the world, our HR team and ERG leadership have developed local guidance, which includes the ERG governance structure; the role of mentors and mentees; bylaws; business connectivity; and community involvement.

PERFORMANCE

We continue to see growth in the number of female and minority executives in the US and internal promotion rates for diverse talent, along with increases in ERG membership, which has grown by 84% globally over the past two years.

DIVERSITY AND INCLUSION HIGHLIGHTS

	2019	2018	2017
Percent of military veterans in Goodyear's US workforce	6.7%	6.5%	6.4%

2019 STEP AHEAD AWARD WINNERS

The STEP (Science, Technology, Engineering and Production) Ahead Awards highlight the achievements of women in manufacturing and encourage women to mentor and support the next generation of female talent to pursue manufacturing careers. Goodyear associates have been honored for their demonstrated leadership and excellence in their manufacturing careers by The Manufacturing Institute, including at their seventh annual Women in Manufacturing STEP Ahead Awards in 2019 where Ali Ogburn, engineer associate from Goodyear's San Angelo facility, received the award.



ALI OGBURN

Engineer Associate  
San Angelo, TX  
2019 STEP Ahead Award Recipient

In 2019, the Ohio Committee for Employer Support of the National Guard and Reserve (ESGR) recognized Goodyear for our ongoing support of military service members with the top level of recognition, the Extraordinary Employer Support Award. Goodyear was the only company in the state of Ohio to be honored with this distinction.



2019 WOMEN OF COLOR IN STEM AWARDS

Since 1995, Women of Color magazine's annual Science, Technology, Engineering, and Math (STEM) Conference has been the forum of choice for recognizing the significant contributions by women in STEM fields. The event attracts and leverages exceptional talent within the nation's scientific and technical workforce to ensure representation and provide mentorship and experience from the wisdom of trailblazers. At the 2019 Women of Color in STEM Conference, two Goodyear associates were recognized for their contributions to the STEM field – Sandy Whiteside, senior engineer, and Carolina Gomez-Blatner (pictured), technology engineer.



CAROLINA GOMEZ-BLATNER

Technology Engineer  
Akron, OH  
2019 Women of Color in STEM "Technology Rising Star" Award Recipient

## > HEALTH AND WELLNESS

Goodyear strives to be at the forefront of corporate wellness, and that goal is the driver behind our award-winning “GoodLife” program. Led by Goodyear’s Chief Health Officer, GoodLife aims to foster a culture of wellness for all Goodyear associates and their families by providing resources to help them achieve wellbeing.

We measure our progress in three ways:

1. Overall wellness of our associates, including physical, emotional, financial and social health;
2. Health of our worksites; and
3. Engagement in our wellness programs.

### HEALTHY ASSOCIATES

We encourage the physical health of our associates through various voluntary programs such as wellness physicals, a Healthy Choice Incentive and corporate challenges. Our GoodLife website is available in five languages and makes company resources more accessible to US-based employees and spouses on the go, including those in manufacturing and retail positions with limited or no access to computers at work. In addition to accessing information on Goodyear’s benefits and wellness and safety programs, associates can participate in fitness challenges and sync personal fitness trackers to measure performance, engage in nutrition and activity-based programs and access materials from “GoodLife University,” a health learning curriculum, including courses on general health, heart health, diabetes management and stress management. Our corporate Cardio Challenge was the first program to successfully utilize the new GoodLife site, and we plan to make our GoodLife platform available to all associates worldwide by 2023.



In addition to physical health, we recognize and address the importance of the emotional health of our associates. Our Chief Health Officer’s bi-weekly blog on the GoodLife site features aspects of emotional wellbeing such as work-life balance and tips on how to handle stress and life issues. We also actively promote our Employee Assistance Programs (EAPs) which are now accessible to 100% of our associates worldwide.

### HEALTHY WORKSITES

We support associate health and wellbeing by offering resources in our worksites. The majority of Goodyear manufacturing sites have first-responder teams, while larger facilities have on-site occupational health clinics, called GoodLife Health Centers. Our Headquarters has an on-site fitness facility, and most facilities feature our GoodLife Health Boards in prominent areas such as breakrooms. These boards offer hard copy resources and wellness tips that cover six main areas: Employee Assistance Programs; Benefits; GoodLife Programs; EHS; Emergency Preparedness; and seasonal tips.



To measure the health of our worksites, we use the Centers for Disease Control and Prevention (CDC) [Worksite Health Scorecard](#) for each location with 30 or more associates. We assess our sites annually to identify areas of opportunity and high impact strategies, which allows us to properly allocate resources to maintain a healthy workforce. Smoking on Goodyear property remains an area of opportunity for us to improve, and we continue to work toward our goal of having tobacco-free campuses for 100% of Goodyear facilities by 2025. In 2020, we are developing a GoodLife Site Recognition program that will recognize sites for achieving goals within categories, such as CDC Scorecard, Tobacco-free Campus, Healthy Vending, EHS Compliance, and CPR/AED Training.



### CULTURE OF HEALTH

To evaluate our programming and ensure that our focus is driving us in the right direction, we use HealthNEXT's [Employer Health Opportunity Assessment \(EHOA\) dashboard](#). With the EHOA dashboard, we regularly assess our progress across more than 210 elements of health and develop an action plan aimed to realize year-over-year improvement. Once established, a healthy workforce culture leads to a healthier business, with reduced lost time and worker compensation costs and savings that outweigh the costs of wellness programs. Therefore, a culture of health is truly a sustainable business practice.

### BENEFITS

To meet the needs of our diverse workforce, retirees and their dependents, we offer a robust benefits package with options for full-time and part-time associates, as outlined below and on the next page, for our significant locations of operation (countries with more than 1,000 Goodyear associates). Costs for most benefit plans are shared by both the Company and the associate.



### 2019 ASSOCIATE BENEFITS

		Americas				Europe, Middle East, Africa					Asia Pacific		
BENEFITS		United States	Brazil	Chile	Mexico - SLP	Germany	Luxembourg	Poland	South-Africa	Turkey	Australia	China	India
Healthcare	Medical Plan	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes
	Dental Plan	Yes	Yes	Yes	No	No	No	Yes	Yes	No	No	No	No
	Vision Plan	Yes	No	Yes	No	No	No	Yes	Yes	No	No	No	No
Insurance	Life Insurance	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No
	Accidental Death and Dismemberment Insurance	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Short Term Disability Insurance	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
	Long Term Disability Insurance	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
	Business Travel Accident Insurance	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Voluntary Products (Insurance product offered at discount price, no GY contribution)	Yes	No	No	No	No	Yes	No	No	No	No	No	Yes

		Americas				Europe, Middle East, Africa					Asia Pacific		
BENEFITS		United States	Brazil	Chile	Mexico - SLP	Germany	Luxembourg	Poland	South-Africa	Turkey	Australia	China	India
Financial	Pension Plan (on-top of legal)	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No
	Healthcare Flex Spending (US only)	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Health Savings Account (US only)	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Lifestyle	Paid Time Off (Vacation, Sick and Holidays)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Leaves of Absence (Family, Medical, Personal)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
	Parental Leave	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
	Education Reimbursement	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	No	No
	Adoption Assistance	Yes	No	No	No	No	No	No	No	No	Yes	No	Yes
	Tire Discounts	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Affiliation Discount (allowing associates to purchase services/products from external vendors (including automobiles))	Yes	No	No	No	Yes	Yes	No	Yes	Yes	No	No	No
	Relocation Assistance for Transferring Associates	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	EAP	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	GoodLife Health Centers (onsite medical clinics to specifically handle injuries/illnesses while at work, but can also help accommodate any primary care visits (cold, immunizations, etc..))	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes
Other	Financial - Interest Free Loans	No	No	No	No	No	Yes	Yes	No	Yes	No	No	No
	Lifestyle - Meals	No	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	No
	Lifestyle - Transportation (shuttle bus/allowance)	No	Yes	Yes	Yes	No	No	No	No	Yes	No	Yes	No
	Healthcare - Medical Check-up	No	Yes	Yes	No	Yes	No	No	Yes	Yes	No	Yes	Yes
	Stock Ownership	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*	Yes*

\* Stock Ownership: Eligibility for Long-Term Equity awards based on job level

## > COMMUNITY ENGAGEMENT

The Global Community Engagement team brings Goodyear's community engagement strategy to life. They provide tools and guidance to help associates execute volunteer and engagement programs globally. Our Community Ambassador Network connects associates from all over the world to share best practices, ideas and resources to bolster their community engagement programs. We currently have 51 associates in the network, following successful achievement of the goal to double the network size in 2019.



Associates at Goodyear's headquarters in Akron, Ohio, can gain both community engagement and professional development experience through Goodyear Corporate Councils. Each Council acts as the liaison between Goodyear and a particular community organization – coordinating opportunities while developing leadership qualities. Goodyear's Corporate Councils include, for example: Junior Achievement of North Central Ohio; Akron Children's Hospital; National Inventors Hall of Fame® Science, Technology, Engineering and Mathematics Schools; and the Akron-Canton Regional Foodbank.

Associates also have the opportunity to serve on a Volunteer Core Team for a community event or campaign. Examples include the Goodyear Half Marathon & 10K, STEM Career Day and the Global Week of Volunteering. The team has also implemented a strategy to connect with the community outreach representatives for each Goodyear ERG – to promote awareness, collaboration and alignment to the company's efforts.

For headquarters associates who wish to sit on the board of community organizations or play a larger role in Goodyear community engagement efforts, Goodyear provides training through our Community Leadership Institute (CLI). In its ninth year, the CLI program, in collaboration with Leadership Akron, trains associates each year through sessions that focus on each of the core competencies on Goodyear's Strategy Roadmap and illustrates how they relate to the greater Akron community. Participants help execute a community project and strengthen Goodyear's community programs.

### PERFORMANCE

In 2016, we launched our community engagement pillars – Safe, Smart and Sustainable – to focus in the areas where we can lend our expertise.

To the right and on the following two pages are a few of our efforts from 2019.

### SAFE: PROMOTING SAFE MOBILITY

#### SAFE MOBILITY PROJECT –

Goodyear built upon the first phase of the Safe Mobility Project launched with Akron Children's Hospital in 2016 by recommitting support for another three years, beginning in 2019. The next phase of the project will focus on deepening the impact of the initial phase, which focuses on injury prevention. This will include improving outreach in high-risk neighborhoods, increasing the distribution and use of bicycle helmets and educating teens and parents about teen driving safety.



#### SAFE TRANSPORTATION –

Associates in Akron, Ohio, worked with a local organization to repair broken bicycles that are then donated to those in need. Safe transportation is a key barrier to success for many in the community, so the impact of bicycles goes beyond the health benefits of riding. In addition, this program gives new life to something otherwise thrown away.



## SMART: INSPIRING STUDENTS TO REACH THEIR FULL POTENTIAL



### 20TH ANNIVERSARY STEM CAREER DAY –

In 1999, Goodyear held its first day-long event to enlighten and enrich approximately 300 area students in the field of engineering. Two decades later, that tradition continued through the 20th anniversary STEM Career Day event in 2019. The effort has grown to two events, one designated for high-school students and another for middle-school students and now serves as a place for introduction and exploration for students into careers in science, technology, engineering and math. In 2019, Goodyear celebrated the anniversary milestone with more than 1,500 students.

Goodyear's commitment to STEM education doesn't end there. We formed the STEM Council in 2019 to align our efforts under one mission to develop a pipeline of STEM talent for our communities.



### STEM STUDENT CHALLENGE –

Goodyear hosted the second STEM Student Challenge in Luxembourg, which allowed 86 students to team up and design a machine similar to a Rube Goldberg Machine™. The 2019 challenge involved a project to move a load of model tires with an inflatable Goodyear Blimp and culminated with a live demo day, where top teams were able to demonstrate their machines for final judging at the Lycée Edward Steichen in Clervaux, Luxembourg.

Additionally, associates participated in the biannual Luxembourg Science Festival to promote science and research to students. More than 13,000 attendees had the opportunity to visit the Goodyear booth.



### STEM LAB OPENING –

At the core of Goodyear's sponsorship of the National Basketball Association's Cleveland Cavaliers are shared values of drive, determination and a commitment to the community. The two organizations have teamed up off the court to make a commitment to provide additional STEM education resources to both the Akron Public School system and the Cleveland Metropolitan School District. In 2019, this collaboration opened a co-branded STEM lab in both school districts featuring 3-D printers, video production and editing equipment, coding, computer aided design (CAD) and automation programs and technology-enhanced communication devices.



## SUSTAINABLE: REDUCING OUR ENVIRONMENTAL IMPACT



### PROTECTING NATURE HERITAGE –

Associates supported a forestation project in Bled, Slovenia, by collaborating with the Slovenian Forest Service to plant new trees and protect young trees to better withstand winter weather near Lake Bled. Associates also restored walking paths along the Kokra River by adding sand and removing overgrowth along the riverbank.



### GARDEN FOR CHILDREN –

Associates in Warsaw, Poland, supported a local children's home by creating a garden. Planting more than 100 plants, they created a restful healing place for children and their caretakers. They also renovated a shed stocked with garden tools to allow garden enthusiasts to care for the new garden.

Associates in Debica, Poland, hosted a sustainability workshop at a local school, focusing on planting trees and educating students about gardening, forestry and taking care of the environment.



### PROMOTING RECYCLING –

Associates in Izmit, Turkey, spent time during the Global Week of Volunteering raising awareness for environmental issues by cleaning up public spaces and parks around the city.

In Slovenia, associates placed concrete recycling bins at Gora Sv. Miklavz, a hill that hosts many visitors annually and has become burdened with waste.

## ASSOCIATE VOLUNTEERISM: INSPIRING ASSOCIATES TO SERVE OUR COMMUNITIES

- 33,000 hours of volunteer service in 2019 – the equivalent of more than \$1.8 million in value – to more than 200 community organizations.
- 32 Goodyear locations participated in our third year of Goodyear's Global Week of Volunteering – more than triple our inaugural year – and associates provided more than 9,200 hours of volunteer service to more than 78 community organizations.

### ALIGNING RESOURCES

- **Goodyear Blimps** – The Goodyear Blimps have been supporting communities and nonprofit organizations since 1925 when the Santa Claus Express toy-giving program began. For more than 90 years, Goodyear Blimps have remained committed to dedicating a portion of operational time to community giving. In 2019, Goodyear executed its ninth year with the Marine Corps Toys for Tots program, which was inspired by the Santa Claus Express history and uses each blimp base to generate donations of toys and cash for the communities. In 2019, the Goodyear Blimps and US Marines Corps Toys for Tots program raised almost \$120,000 and generated more than 17,000 toys for families during the holiday season, bringing the combined total since 2010 to more than 150,000 toys and nearly \$500,000.

Goodyear also has provided blimp ride certificates and rides for organizations in the communities in which we live and work, generating millions of dollars for charities since the inception of the blimp charitable program. In 2019, Goodyear provided more than 265 ride certificates, which generated more than \$400,000 to benefit the recipient nonprofits' missions and work in the community. Nonprofit organizations benefiting from this program are aligned with our community engagement strategy to ensure that we positively impact organizations that align with our priority areas.

- **ERGs** – In early 2019, Community Engagement collaborated with the D&I team to align the community outreach efforts across all ERGs. In 2019, each ERG was given a goal to provide 1,000 volunteer service hours and to begin to identify the community organizations they could align with and community events where they can represent Goodyear. All ERGs exceeded their volunteer hours with more than 13,000 volunteer hours.

## > COMPLIANCE AND ETHICS

Goodyear’s Compliance and Ethics (C&E) Department provides updates on ethics and compliance activities to the Board of Directors multiple times per year. The Board Committee on Corporate Responsibility and Compliance reviews the activities and processes designed to uphold our commitment to ethical behavior.

Our global and regional C&E Committees – composed of top company leaders from business and functional areas – meet several times a year to discuss compliance and ethics matters, initiatives, and training. We also update policies and procedures as needed.

Goodyear’s [Business Conduct Manual](#), updated in 2018, guides our Board of Directors, executive team, and all associates globally. It defines behaviors necessary to support our high standards and reinforces associate compliance with all applicable laws and business practices. The Manual is available on our corporate website, company intranet and in hard copy for associates without internet access. It is available internally in 14 languages to help ensure global comprehension. We regularly update our Manual to ensure it reflects the current workplace and regulatory landscape. On an annual basis, salaried associates must review and affirm their knowledge of the Manual, promise to abide by it and disclose any known violations of certain policies.



### COMPLIANCE AND ETHICS TRAINING AND AWARENESS

We expect every associate to know and understand our compliance and ethics policies and to abide by them. Goodyear requires almost all global salaried associates and new hires to complete online training covering the Manual and key compliance policies. In 2019, more than 96% of those associates completed online training courses on such subjects as competition law, anti-corruption and anti-bribery, and being a compliance leader. We have a three-year training cycle that we review and amend annually to ensure our ethics and compliance training topics remain relevant and address the risks facing Goodyear.

Throughout the year, we conducted in-person trainings across all strategic business units as well as focused compliance campaigns in many countries and plants on various subjects, such as respect in the workplace (including harassment and discrimination), conflicts of interest, competition law, speaking up, preventing and detecting fraud and bribery, gift and entertainment policies, and privacy.

Goodyear’s Quarterly Ethics Awareness Campaign, covering topics from the Manual, takes place in our company-owned retail, wholesale and commercial tire service locations in the United States, United Kingdom, France, Canada, Japan, Africa, Australia, and in our Airship Operations. During the 2019 quarterly campaign, managers led their teams in conversations on compliance and ethics subjects such as workplace violence, speak up, theft, and substance abuse.

### INTEGRITY HOTLINE

All associates are required to report any actual, suspected, or potential misconduct to management or through the Company’s Integrity Hotline. Available 24 hours a day, 7 days a week from anywhere in the world via toll-free telephone or by a dedicated website, our Integrity Hotline allows associates and third parties to report a concern or ask a question, including anonymously (where allowed by law).

The C&E Department reviews each Integrity Hotline matter and, in cases where an allegation of misconduct is substantiated, the Company takes appropriate disciplinary or remedial action. Goodyear strictly prohibits retaliation against individuals for making a report in good faith. Speak Up education and awareness campaigns are held to remind associates of the Integrity Hotline and to encourage them to raise questions or concerns.

### DATA PRIVACY AND PROTECTION

Like many global companies, Goodyear faces data security risks, and monitors new and developing regulations and best practices to anticipate and mitigate such risks. For example, in 2018, the European Union’s General Data Protection Regulation (GDPR) replaced the Data Protection Directive 95/46/EC. In 2019, California passed a comprehensive new privacy law. As a response to these and other regulations, we updated our Global, Online, and Associate Privacy Policies to comply with these regulations and privacy best practices and implemented additional training programs for associates who interact with personal information. In addition, we took other actions designed to protect the personal data of our associates, customers and suppliers.

### OPPORTUNITIES

To ensure Goodyear’s compliance with all appropriate regulations, our C&E Department continually monitors and prepares for upcoming regulations and works to anticipate and mitigate any potential compliance and ethics risks.

## > ABOUT THIS REPORT

Goodyear has been publishing corporate responsibility reports annually since 1996. This report covers activities and events in the 2019 calendar year. It includes information for all global Goodyear operations, including subsidiaries where the Company has a controlling ownership.

Operational data are reported on owned as well as leased facilities. All data reported have been collected from our operations based on standard reporting definitions and requirements. Some energy and greenhouse gas (GHG) emissions data from our manufacturing plants in the European Union were verified by a third party. Some data have been reported to governmental agencies that check for accuracy.

We track energy intensity and measure our progress at our tire and chemical manufacturing facilities through our global data management system. The system helps improve accuracy and metering to provide real-time energy data. Our energy intensity ratio is calculated using total finished production and includes all sources of fuel used in the manufacturing process, including purchased electricity, purchased steam, natural gas, fuel oil, propane, diesel, gasoline, waste fuel, pet coke, and coal.

We use the WBCSD and World Resources Institute (WRI) GHG protocol for calculating emissions. We use the 2006 Intergovernmental Panel on Climate Change (IPCC) emissions factors to report all Scope 1 emissions and the 2011 International Energy Agency (IEA) factors to report Scope 2 emissions.

Reported emissions include all Goodyear manufacturing locations where Goodyear has operational control, and detailed direct (Scope 1) and indirect (Scope 2) sources. These sources include electricity and steam generated offsite and all fuels used in boilers and other combustion equipment, including natural gas, fuel oil, propane, diesel, pet coke, waste fuel, and coal. In 2019, 56% of our emissions were indirect and 44% were direct.

We have developed internal recordkeeping requirements that build on OSHA (Occupational Safety and Health Administration) lagging indicator requirements and internal definitions for leading indicators.

This report has been prepared in accordance with the GRI Standards: Core option. The GRI Standards are the most widely adopted global standards for sustainability reporting. These standards help businesses and governments understand and communicate their impact on a variety of sustainability issues in a common format.

## > GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Page	
<b>General Disclosures</b>				
GRI 102: General Disclosures 2016	<b>Organizational Profile</b>			
	102-1	Name of the organization	<a href="#">The Goodyear Tire &amp; Rubber Company</a>	5
	102-2	Activities, brands, products, and services	<a href="#">Overview of Our Business</a>	5
	102-3	Location of headquarters	<a href="#">Akron, Ohio, USA</a>	5
	102-4	Location of operations	<a href="#">Overview of Our Business; Global Presence</a>	5
	102-5	Ownership and legal form	<a href="#">Overview of Our Business</a>	5
	102-6	Markets served	<a href="#">Overview of the Business; Global Presence</a>	5
	102-7	Scale of the organization	<a href="#">Data Table; Data Table</a>	54, 59
	102-8	Information on employees and other workers	<a href="#">Data Table</a>	59
	102-9	Supply chain	<a href="#">2019 10-K, pg. 5; Sustainable Materials and Sourcing</a>	13-15
	102-10	Significant changes to the organization and its supply chain	<a href="#">2019 10-K, pgs. 2-4</a>	N/A
	102-11	Precautionary principle or approach	Although Goodyear does not formally follow the precautionary principle, we assess environmental risks across our operations.	N/A
	102-12	External initiatives	<a href="#">Membership in Associations</a>	10
	102-13	Membership of associations	<a href="#">Membership in Associations</a>	10
			Goodyear is also a member of regional trade organizations, such as the European Tire and Rubber Manufacturers' Association (ETRMA) in the European Union and the United States Tire Manufacturers' Association (USTMA) in the US.	
	<b>Strategy</b>			
	102-14	Statement from senior decision-maker	<a href="#">Leadership Message</a>	3-4
102-15	Key impacts, risks, and opportunities	<a href="#">Corporate Responsibility; Stakeholder Engagement and Significant Corporate Responsibility Topics; Better Future</a>	5-7	
<b>Ethics and Integrity</b>				
102-16	Values, principles, standards, and norms of behavior	<a href="#">Compliance and Ethics; Goodyear Strategy Roadmap</a>	44	
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Integrity Hotline</a>	44	

2019 CORPORATE RESPONSIBILITY REPORT

GRI 102: General Disclosures 2016	<b>Governance</b>		
	102-18 Governance structure	<a href="#">Corporate Responsibility; 2020 Proxy, pgs. 1-4; Corporate Governance</a>	5-6
	102-22 Composition of the highest governance body and its committees	<a href="#">Corporate Governance; 2020 Proxy Statement, pgs. 1-4; 6-9</a>	N/A
	102-23 Chair of the highest governance body	<a href="#">Corporate Governance; 2020 Proxy Statement, pg. 2</a>	N/A
	102-24 Nominating and selecting the highest governance body	<a href="#">Corporate Governance; 2020 Proxy Statement, pgs. 5-6</a>	N/A
	102-31 Review of economic environmental, and social topics	<a href="#">2020 Proxy Statement, pg. 8</a>	N/A
	<b>Stakeholder Engagement</b>		
	102-40 List of stakeholder groups	<a href="#">Stakeholder Engagement and Significant Corporate Responsibility Topics</a>	6
	102-41 Collective bargaining agreements	<a href="#">Data Table</a>	59
	102-42 Identifying and selecting stakeholders	<a href="#">Stakeholder Engagement and Significant Corporate Responsibility Topics</a>	6
	102-43 Approach to stakeholder engagement	<a href="#">Stakeholder Engagement and Significant Corporate Responsibility Topics</a>	6
	102-44 Key topics and concerns raised	<a href="#">Stakeholder Engagement and Significant Corporate Responsibility Topics; Better Future; 2018 Corporate Responsibility Report, pg. 8</a>	6-7
	<b>Reporting Practices</b>		
	102-45 Entities included in the consolidated financial statements	<a href="#">2019 10-K, pgs. 137 – 140 (Exhibit 21.1)</a>	N/A
	102-46 Defining report content and topic boundaries	<a href="#">Stakeholder Engagement and Significant Corporate Responsibility Topics; Better Future;</a>	6-7
	102-47 List of material topics	<a href="#">Stakeholder Engagement and Significant Corporate Responsibility Topics; Better Future;</a> Advancing Tire Performance Sustainable Raw Materials and Sourcing Workforce Safety and Health Supply Chain Management Energy and Greenhouse Gas (GHG) Emissions Business Continuity Product Quality Shaping the Mobility Revolution Compliance and Ethics End-of-Life Tires (ELT) Inspiring Culture	6-7
	102-48 Restatements of information	<a href="#">There are three data points restated from previous reports outlined in the Data Table</a>	57-58,65
	102-49 Changes in reporting	There are no significant changes from previous reporting periods in the list of material topics or topic boundaries for the 2019 report.	N/A
	102-50 Reporting period	<a href="#">January 1, 2019 through December 31, 2019</a>	45
	102-51 Date of most recent report	6/11/2019	N/A
102-52 Reporting cycle	<a href="#">Annual</a>	45	

2019 CORPORATE RESPONSIBILITY REPORT

GRI 102: General Disclosures 2016	102-53 Contact point for questions regarding the report	Maureen DeSanzo, Director, Global Sustainability ( <a href="mailto:maureen_desanzo@goodyear.com">maureen_desanzo@goodyear.com</a> )	N/A
	102-54 Claims of reporting in accordance with the GRI Standards	<a href="#">This report has been prepared in accordance with the GRI Standards: Core option</a>	45
	102-55 GRI content index	<a href="#">GRI Content Index</a>	46
	102-56 External assurance	Goodyear does not conduct external assurance for our Corporate Responsibility Report	N/A

**Economic Topics**

<b>Procurement Practices</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Sustainable Sourcing</a>	13-15
	103-2 The management approach and its components	<a href="#">Sustainable Sourcing</a>	13-15
	103-3 Evaluation of the management approach	<a href="#">Sustainable Sourcing</a>	13-15
GRI 204: Procurement Practices 2016	204-1 Percent procurement spend on raw materials from local suppliers	<a href="#">Data Table</a> ; 45% of 2019 procurement spend on raw materials from local suppliers	55

<b>Anti-Corruption</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Compliance and Ethics</a>	44
	103-2 The management approach and its components	<a href="#">Compliance and Ethics</a>	44
	103-3 Evaluation of the management approach	<a href="#">Compliance and Ethics</a>	44
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Data Table</a>	62-64

<b>Shaping the Mobility Revolution</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Shaping the Mobility Revolution</a>	30-32
	103-2 The management approach and its components	<a href="#">Shaping the Mobility Revolution</a>	30-32
	103-3 Evaluation of the management approach	<a href="#">Shaping the Mobility Revolution</a>	30-32

<b>Business Continuity</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Business Continuity</a>	25-26
	103-2 The management approach and its components	<a href="#">Business Continuity</a>	25-26
	103-3 Evaluation of the management approach	<a href="#">Business Continuity</a>	25-26
Non-GRI Key Performance Indicators	Number of incidents	<a href="#">Business Continuity</a> ; <a href="#">Data Table</a>	26, 58
	Average incident duration	<a href="#">Business Continuity</a>	26

2019 CORPORATE RESPONSIBILITY REPORT

Environmental Topics			
<b>Materials</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Sustainable Sourcing</a> ; <a href="#">End-of-Life Tires</a>	13-15, 25
	103-2 The management approach and its components	<a href="#">Sustainable Sourcing</a> ; <a href="#">End-of-Life Tires</a>	13-15, 25
	103-3 Evaluation of the management approach	<a href="#">Sustainable Sourcing</a> ; <a href="#">End-of-Life Tires</a>	13-15, 25
GRI 301: Materials 2016	301-1 Materials used by weight or volume	<a href="#">Data Table</a> ; 22% of materials used in products in 2019 were renewable (593,000 tons) and 78% were non-renewable (2,118,000 tons).	55
	301-3 Reclaimed products and their packaging materials	<a href="#">End-of-Life Tires</a>	25
<b>Energy</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Responsible Operations</a> ; <a href="#">Operational Impacts</a> ; <a href="#">Energy Performance</a> ; <a href="#">Improving Fuel Efficiency</a>	19,21-22, 28
	103-2 The management approach and its components	<a href="#">Responsible Operations</a> ; <a href="#">Operational Impacts</a> ; <a href="#">Energy Performance</a> ; <a href="#">Improving Fuel Efficiency</a>	19,21-22, 28
	103-3 Evaluation of the management approach	<a href="#">Responsible Operations</a> ; <a href="#">Operational Impacts</a> ; <a href="#">Energy Performance</a> ; <a href="#">Improving Fuel Efficiency</a>	19,21-22, 28
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<a href="#">Energy Performance</a> ; <a href="#">Data Table</a>	21-22, 57
	302-3 Energy intensity	<a href="#">Energy Performance</a> ; <a href="#">About This Report</a> ; <a href="#">Data Table</a> ; In 2019, global energy intensity was 6,488 BTU/lb.	21-22, 45, 57
	302-4 Reduction of energy consumption	<a href="#">Energy Performance</a> ; <a href="#">Progress Toward Goals</a>	21-22, 65
	302-5 Reductions in energy requirements of products and services	<a href="#">Improving Fuel Efficiency</a> ; <a href="#">Data Table</a> ; <a href="#">Progress Toward Goals</a> ; 29% reduction of rolling resistance – Global Consumer Tire Portfolio from 2005 to 2019; 7.7% reduction in tire weight – Global Consumer Tire Portfolio from 2005 to 2019	28, 58, 65
<b>Emissions</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Operational Impacts</a> ; <a href="#">Emissions Performance</a>	21-22
	103-2 The management approach and its components	<a href="#">Operational Impacts</a> ; <a href="#">Emissions Performance</a>	21-22
	103-3 Evaluation of the management approach	<a href="#">Operational Impacts</a> ; <a href="#">Emissions Performance</a>	21-22
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<a href="#">Emissions Performance</a> ; <a href="#">Data Table</a>	22, 57
	305-2 Energy indirect (Scope 2) GHG emissions	<a href="#">Emissions Performance</a> ; <a href="#">Data Table</a>	22, 57
	305-4 GHG emissions intensity	<a href="#">Emissions Performance</a> ; <a href="#">Data Table</a> ; In 2019, global GHG emissions intensity (scope 1 and 2) was 0.740 tonnes CO2e/ton	22, 57
	305-5 Reduction of GHG emissions	<a href="#">Emissions Performance</a> ; <a href="#">Progress Toward Goals</a>	22, 65

2019 CORPORATE RESPONSIBILITY REPORT

Environmental Compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Responsible Operations</a> ; <a href="#">Operational Impacts</a>	19,21
	103-2 The management approach and its components	<a href="#">Responsible Operations</a> ; <a href="#">Operational Impacts</a>	19,21
	103-3 Evaluation of the management approach	<a href="#">Responsible Operations</a> ; <a href="#">Operational Impacts</a>	19,21
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	<a href="#">Data Table</a> ; In 2019 Goodyear had eight environmental compliance violations. We did not incur any significant fines or non-monetary sanctions for non-compliance with environmental laws and/or regulations.	58
Supplier Environmental Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Supply Chain Management</a> ; <a href="#">Human Rights</a>	16-17
	103-2 The management approach and its components	<a href="#">Supply Chain Management</a> ; <a href="#">Human Rights</a>	16-17
	103-3 Evaluation of the management approach	<a href="#">Supply Chain Management</a> ; <a href="#">Human Rights</a>	16-17
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<a href="#">Data Table</a> ; As of the end of 2019, 80% of all raw materials suppliers had been screened using environmental criteria.	55
	308-2 Negative environmental impacts in the supply chain and actions taken	<a href="#">Data Table</a> ; As of the end of 2019, 246 raw materials suppliers had been assessed for environmental impacts	55
Social Topics			
Employment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Talent Management</a> ; Compliance and Ethics	34,39-40
	103-2 The management approach and its components	<a href="#">Talent Management</a> ; Compliance and Ethics	34,39-40
	103-3 Evaluation of the management approach	Talent Management; Compliance and Ethics	34,39-40
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Benefits</a>	39-40
Occupational Health and Safety			
GRI 403: Management Approach 2018	103-1 Explanation of the material topic and its boundary	<a href="#">Responsible Operations</a> ; <a href="#">Workforce Safety and Wellness</a> ; <a href="#">Inspiring Culture</a> ; <a href="#">Health and Wellness</a>	19-20, 34,38-39
	103-2 The management approach and its components	<a href="#">Responsible Operations</a> ; <a href="#">Workforce Safety and Wellness</a> ; <a href="#">Inspiring Culture</a> ; <a href="#">Health and Wellness</a>	19-20, 34,38-39
	103-3 Evaluation of the management approach	<a href="#">Responsible Operations</a> ; <a href="#">Workforce Safety and Wellness</a> ; <a href="#">Inspiring Culture</a> ; <a href="#">Health and Wellness</a>	19-20, 34,38-39
	403-1 Occupational health and safety management system	<a href="#">Workforce Safety and Wellness</a>	19
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Workforce Safety and Wellness</a>	19-20
	403-3 Occupational health services	<a href="#">Workforce Safety and Wellness</a> ; <a href="#">Health and Wellness</a>	19,38-39
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Workforce Safety and Wellness</a> ; <a href="#">Data Table</a> ; In 2019, 100% of manufacturing associates were represented in formal joint management-worker health and safety committees	19-20, 56

2019 CORPORATE RESPONSIBILITY REPORT

GRI 403: Management Approach 2018	403-5 Worker training on occupational health and safety	<a href="#">Workforce Safety and Wellness</a>	19-20
	403-6 Promotion of worker health	<a href="#">Health and Wellness</a>	38-39
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Workforce Safety and Wellness</a>	19
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	<a href="#">Workforce Safety and Wellness; Data Table</a>	19-20, 56
	403-9 Work-related injuries	<a href="#">Workforce Safety and Wellness; Data Table</a>	19-20, 56
<b>Training and Education</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Talent Management, Compliance and Ethics</a>	34-35
	103-2 The management approach and its components	<a href="#">Talent Management, Compliance and Ethics</a>	34-35
	103-3 Evaluation of the management approach	<a href="#">Talent Management, Compliance and Ethics</a>	34-35
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	<a href="#">Data Table</a>	62
	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Talent Management</a>	34-35
	404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Talent Management</a>	34-35
<b>Diversity and Equal Opportunity</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Diversity and Inclusion</a>	36-37
	103-2 The management approach and its components	<a href="#">Diversity and Inclusion</a>	36-37
	103-3 Evaluation of the management approach	<a href="#">Diversity and Inclusion</a>	36-37
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	<a href="#">Data Table</a>	60-61
<b>Child Labor</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-2 The management approach and its components	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-3 Evaluation of the management approach	<a href="#">Supply Chain Management; Human Rights</a>	16-17
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<a href="#">Human Rights</a>	17
<b>Forced or Compulsory Labor</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-2 The management approach and its components	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-3 Evaluation of the management approach	<a href="#">Supply Chain Management; Human Rights</a>	16-17
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Human Rights</a>	17

2019 CORPORATE RESPONSIBILITY REPORT

Human Rights Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-2 The management approach and its components	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-3 Evaluation of the management approach	<a href="#">Supply Chain Management; Human Rights</a>	16-17
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	<a href="#">Data Table</a> ; In 2019, 345 associates (0.6% of the global associate population) were trained in human rights policies/procedures.	55
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<a href="#">Data Table</a> ; There were no significant investment agreements in 2019.	55
Local Communities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Community Engagement</a>	41-43
	103-2 The management approach and its components	<a href="#">Community Engagement</a>	41-43
	103-3 Evaluation of the management approach	<a href="#">Community Engagement</a>	41-43
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Community Engagement; Data Table</a> ; In 2019, 63% of operations had implemented local community engagement efforts	41-43, 64
Supplier Social Assessment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-2 The management approach and its components	<a href="#">Supply Chain Management; Human Rights</a>	16-17
	103-3 Evaluation of the management approach	<a href="#">Supply Chain Management; Human Rights</a>	16-17
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<a href="#">Data Table</a> ; As of the end of 2019, 80% of all raw materials suppliers had been screened using social criteria.	55
Customer Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Product Quality</a>	24
	103-2 The management approach and its components	<a href="#">Product Quality</a>	24
	103-3 Evaluation of the management approach	<a href="#">Product Quality</a>	24
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	<a href="#">Data Table</a> ; 100% of product categories are assessed for health and safety impacts	58
	416-2 Incidents of non-compliance concerning product health and safety	<a href="#">Data Table</a> ; In 2019 there weren't any incidents of non-compliance concerning product health and safety.	58
Non-GRI Key Performance Indicators: Product Quality	Warranty cost per net sales	<a href="#">Customer Satisfaction Performance; Data Table</a> ; In 2019 Goodyear's warranty cost per net sales was 0.22%.	58
	Percent of plants with quality certification (ISO 9001, IATF 16949, etc.)	<a href="#">Data Table</a> ; 100% of Goodyear plants have quality certification	58

2019 CORPORATE RESPONSIBILITY REPORT

Marketing and Labeling			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	<a href="#">Product Quality; Compliance and Ethics</a>	24, 44
	103-2 The management approach and its components	<a href="#">Product Quality; Compliance and Ethics</a>	24, 44
	103-3 Evaluation of the management approach	<a href="#">Product Quality; Compliance and Ethics</a>	24, 44
GRI 417: Marketing and Labeling	417-2 Incidents of non-compliance concerning product information and labeling	<a href="#">Data Table</a> ; In 2019 Goodyear had one incident of non-compliance concerning product information and labeling, which resulted in a fine or penalty.	58
	417-3 Incidents of non-compliance concerning marketing communications	<a href="#">Data Table</a> ; In 2019 Goodyear had two incidents of non-compliance concerning marketing communications, both of which resulted in fines or penalties.	58

## > DATA TABLE

General Disclosures					
		Company	2019	2018	2017
GRI 102-7	Financial performance	Annual revenue (net sales) (million USD)	\$ 14,745	\$ 15,475	\$ 15,377
		Net income [loss] (million USD)	\$ (311)	\$ 693	\$ 346
		Total assets (million USD)	\$ 17,185	\$ 16,872	\$ 17,064
		Total liabilities (million USD)	\$ 12,640	\$ 11,802	\$ 12,214
		Total shareholders' equity (million USD)	\$ 4,545	\$ 5,070	\$ 4,850
	Tire units sold (million)	Total	155.3	159.2	159.2
		Americas	70.4	70.9	70.9
		Europe, Middle East, Africa	55.1	57.8	57.1
		Asia-Pacific	29.8	30.5	31.2
	Number of manufacturing facilities (tire, development, chemical, molds, retread, mix)	Total	47*	47	48
		Americas	24**	24	25
		Europe, Middle East, Africa	15	15	15
		Asia-Pacific	8	8	8
	Number of non-manufacturing facilities globally	Major offices (headquarters, development, innovation, purchasing)	9	9	9
		Retail	1,000	1,000	1,000
		Distribution	190	180	240
		Tire retreading	50	50	40
		Proving grounds	7	7	7
		Airship operations	3	3	3

\*46 facilities effective May 2020.

\*\*23 facilities effective May 2020.

2019 CORPORATE RESPONSIBILITY REPORT

Sustainable Sourcing Disclosures					
Sustainable Sourcing/Supply Chain Management			2019	2018	2017
GRI 204-1	Local suppliers	% procurement spend on raw materials from local suppliers <small>This number includes raw materials only. We define significant locations of operation as our tire manufacturing operations, excluding retread related operations for certain regions and locations. We define local as sourced from the same country as the Goodyear manufacturing location being supplied. For purposes of this definition, due to geographic proximity, for selected materials in the European Union we have treated the European Union as a single country.</small>	45%	41%	N/A
GRI 308-1	Supplier environmental assessment	% new suppliers that were screened using environmental criteria <small>Raw material manufacturers only.</small>	80%	38%	N/A
GRI 308-2		Number of suppliers assessed for environmental impacts <small>Raw materials only.</small>	246	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 412-2	Human rights assessment	Number of hours devoted to training on human rights policies/procedures	345	346	304
		Number of associates trained in human rights policies/procedures	345	346	304
		% of associates trained in human rights policies/procedures	0.6% <sup>2</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 412-3		Number of significant investment agreements that include human rights clauses <small>We define and assess significant investment agreements in line with the reporting recommendations of GRI 412-3.</small>	N/A <sup>3</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
		% of significant investment agreements that include human rights clauses <small>We define and assess significant investment agreements in line with the reporting recommendations of GRI 412-3.</small>	N/A <sup>3</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 414-1	Supplier social assessment	% new suppliers that were screened using social criteria <small>Raw material manufacturers only.</small>	80%	38%	N/A
Sustainable Raw Materials			2019	2018	2017
GRI 301-1	Renewable materials	Weight (thousands of tons) of renewable materials used in products <small>Includes materials derived from materials of biological origin such as natural rubber, plant based oils, rice husk ash silica, fatty acids, etc.</small>	593	589	547
		% of renewable materials used in products <small>Includes materials derived from materials of biological origin such as natural rubber, plant based oils, rice husk ash silica, fatty acids, etc.</small>	22%	21%	21%
	Non-renewable materials	Weight (thousands of tons) of non-renewable materials used in products	2,118	2,175	2,084
		% of non-renewable materials used in products	78%	79%	79%

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

<sup>2</sup> Based on total Goodyear associate count. Only procurement associates trained.

<sup>3</sup> There were no significant investment agreements in 2019.

Responsible Operations Disclosures					
		Health and Safety	2019	2018	2017
GRI 403-8 (2018)	EHS management system	Number of employees and contractors who are covered by EHS Management System	60,699	N/A <sup>1</sup>	N/A <sup>1</sup>
		% of employees and contractors who are covered by EHS Management System	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Number of employees and contractors who are covered by an audited EHS Management System	60,699	N/A <sup>1</sup>	N/A <sup>1</sup>
		% of employees and contractors who are covered by an audited EHS Management System	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Number of employees and contractors who are covered by EHS Management System that has been audited or certified by an external party <small>Sites with ISO 14001 and OSHAS 18001 certifications</small>	30,957	N/A <sup>1</sup>	N/A <sup>1</sup>
		% of employees and contractors who are covered by EHS Management System that has been audited or certified by an external party <small>Sites with ISO 14001 and OSHAS 18001 certifications</small>	51%	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 403-4 (2018)	Worker participation	% of manufacturing associate representation in formal joint management-worker health and safety committees	100%	100%	100%
GRI 403-9 (2018)	Work-related injuries	Number of hours worked (millions of hours)	111.8	112.9	113.2
		Number of incidents	2970	3184	3237
		Total incident rate (medical treatment above first aid and restricted/lost-time injuries) <small>Rate based on 200,000 hours worked.</small>	1.86	1.96	2.06
		First aid rate <small>Rate based on 200,000 hours worked.</small>	3.45	3.68	3.66
		DART rate <small>Rate based on 200,000 hours worked.</small>	1.42	1.44	1.63
		Number of serious injuries	10	20	N/A
Serious injury rate <small>Rate based on 200,000 hours worked.</small>	0.02	0.04	N/A		

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

2019 CORPORATE RESPONSIBILITY REPORT

		<b>Energy</b>				
		In 2019 we updated our reporting methodology to round large numbers in this section to the nearest 1,000. We've updated 2017 and 2018 numbers accordingly.		<b>2019</b>	<b>2018</b>	<b>2017</b>
GRI 302-1	Energy consumption	Total energy consumption (MWh)		9,219,000	9,390,000	9,385,000
		Fuel use - natural gas (MWh)		5,589,000	5,556,000	5,357,000
		Fuel use - other (MWh)		240,000	312,000	429,000
		Electricity consumption (MWh)		2,455,000	2,521,000	2,654,000
		Steam consumption (MWh)		935,000	1,001,000	945,000
GRI 302-3	Energy intensity	Global energy intensity (BTU/lb)		6,488	6,551	6,790
		<b>Emissions</b>		<b>2019</b>	<b>2018</b>	<b>2017</b>
		In 2019 we updated our reporting methodology to round large numbers in this section to the nearest 1,000. We've updated 2017 and 2018 numbers accordingly.				
GRI 305-1	Direct GHG emissions	Total direct emissions (tonnes CO <sub>2</sub> e)		1,156,000	1,192,000	1,177,000
		Direct CO <sub>2</sub> emissions (tonnes)		1,154,000	1,189,000	1,175,000
		Direct CH <sub>4</sub> emissions (kg)		53,000	55,000	53,000
		Direct N <sub>2</sub> O emissions (kg)		3,000	3,000	3,000
GRI 305-2	Indirect GHG emissions	Total indirect emissions (tonnes CO <sub>2</sub> e)		1,461,000	1,551,000	1,539,000
GRI 305-1, GRI 305-2	Total GHG emissions	Total CO <sub>2</sub> emissions (tonnes)		2,617,000	2,742,000 <sup>4</sup>	2,715,000 <sup>4</sup>
		Global GHG emissions (scope 1 and scope 2) (million tonnes CO <sub>2</sub> e)		2.617	2.742	2.715 <sup>5</sup>
GRI 305-4	GHG emissions intensity	Global GHG emissions intensity (scope 1 and scope 2) (tonnes CO <sub>2</sub> e/ton) <small>Includes CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O</small>		0.740	0.759	0.759
Non-GRI	CDP Climate	CDP Climate Change score		B	C	C
		<b>Water</b>		<b>2019</b>	<b>2018</b>	<b>2017</b>
		In 2019 we updated our reporting methodology to round large numbers in this section to the nearest 1,000. We've updated 2017 and 2018 numbers accordingly.				
GRI 303-5 (2018)	Water consumption	Global water usage (gal/ton)		2,732	2,613	2,535
GRI 303-3 (2018)	Water withdrawal	Total withdrawals (m <sup>3</sup> )		36,708,000	35,334,000	33,802,000
		Total fresh surface water and well water withdrawals (m <sup>3</sup> )		29,957,000	28,224,000	27,304,000
		Total municipal water intake (m <sup>3</sup> )		6,751,000	7,110,000	6,498,000
Non-GRI	CDP Water	CDP Water score		B-	B-	A-

<sup>4</sup>Due to retroactively rounding numbers from Goodyear's 2018 Corporate Responsibility Report, this total does not reflect the rounded sum of Total Direct Emissions and Total Indirect Emissions as stated above.

<sup>5</sup>This number was misstated in Goodyear's 2018 Corporate Responsibility Report. This is the correct number for 2017.

## 2019 CORPORATE RESPONSIBILITY REPORT

		<b>Waste and Solvents</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Non-GRI	Solvents	% reduction in use of solvents	40%	37%	35%
		<b>Compliance/Conformance</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
GRI 307-1	Environmental compliance violations	Number of environmental compliance violations	8	9 <sup>6</sup>	8
		Total monetary value of significant fines	\$0	\$74,500	\$21,280
		Total number of non-monetary sanctions	0	0	0
		Cases brought through dispute resolution mechanisms	0	0	0
Non-GRI	ISO 14001	% of tire and chemical manufacturing facilities with ISO 14001 certification	84%	96%	96%
		<b>Product Quality</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Non-GRI	Warranty	% warranty cost per net sales	0.22%	0.22%	0.23%
	Quality certification	% of plants with quality certification (ISO 9001, IATF 16949, etc.)	100%	100%	100%
		<b>Business Continuity</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Non-GRI	Business continuity	Number of business continuity incidents	130	153	130
<b>Advanced Mobility Disclosures</b>					
		<b>Advancing Tire Performance</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
GRI 302-5	Reductions in energy requirements of products and services	% reduction in rolling resistance - global consumer tire portfolio (2005 baseline)	29%	28%	26%
		% reduction in weight - global consumer tire portfolio (2005 baseline)	7.7% <sup>7</sup>	6.0%	5.6%
GRI 416-1	Product health and safety	% of product categories for which health and safety impacts are assessed	100%	100%	100%
GRI 416-2	Incidents of non-compliance concerning product health and safety	Total number of incidents	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with regulations resulting in a fine or penalty	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with regulations resulting in a warning	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with voluntary codes	0	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 417-2	Incidents of non-compliance concerning product information and labeling	Total number of incidents	1	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with regulations resulting in a fine or penalty	1	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with regulations resulting in a warning	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with voluntary codes	0	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 417-3	Incidents of non-compliance concerning marketing communications	Total number of incidents	2	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with regulations resulting in a fine or penalty	2	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with regulations resulting in a warning	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		Incidents of non-compliance with voluntary codes	0	N/A <sup>1</sup>	N/A <sup>1</sup>

<sup>1</sup> New baseline established in 2019. We plan to report in the future.<sup>6</sup> This number was misstated in Goodyear's 2018 Corporate Responsibility Report. This is the correct number for 2018.<sup>7</sup> This number was misstated in Goodyear's 2020 Proxy Statement. This is the correct number for 2019.

Inspiring Culture Disclosures					
		<b>Associates</b> <small>Does not include contractors.</small>	<b>2019</b> <small>As of 12/31/2019</small>	<b>2018</b>	<b>2017</b>
GRI 102-7	Number of associates	Global Total	60,699	N/A <sup>1</sup>	N/A <sup>1</sup>
GRI 102-8	Male	Total associates	53,083	N/A <sup>1</sup>	N/A <sup>1</sup>
		Permanent associates	52,438	N/A <sup>1</sup>	N/A <sup>1</sup>
		Temporary associates	645	N/A <sup>1</sup>	N/A <sup>1</sup>
		Full-time associates	52,626	N/A <sup>1</sup>	N/A <sup>1</sup>
		Part-time associates	457	N/A <sup>1</sup>	N/A <sup>1</sup>
	Female	Total associates	7,525	N/A <sup>1</sup>	N/A <sup>1</sup>
		Permanent associates	7,297	N/A <sup>1</sup>	N/A <sup>1</sup>
		Temporary associates	228	N/A <sup>1</sup>	N/A <sup>1</sup>
		Full-time associates	7,268	N/A <sup>1</sup>	N/A <sup>1</sup>
		Part-time associates	257	N/A <sup>1</sup>	N/A <sup>1</sup>
	Gender not specified	Total associates	91	N/A <sup>1</sup>	N/A <sup>1</sup>
		Permanent associates	91	N/A <sup>1</sup>	N/A <sup>1</sup>
		Temporary associates	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		Full-time associates	89	N/A <sup>1</sup>	N/A <sup>1</sup>
		Part-time associates	2	N/A <sup>1</sup>	N/A <sup>1</sup>
	Americas	Total associates	29,399	N/A <sup>1</sup>	N/A <sup>1</sup>
		Permanent associates	29,055	N/A <sup>1</sup>	N/A <sup>1</sup>
		Temporary associates	344	N/A <sup>1</sup>	N/A <sup>1</sup>
Europe, Middle East, Africa	Total associates	22,603	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Permanent associates	22,141	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Temporary associates	462	N/A <sup>1</sup>	N/A <sup>1</sup>	
Asia-Pacific	Total associates	8,697	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Permanent associates	8,630	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Temporary associates	67	N/A <sup>1</sup>	N/A <sup>1</sup>	
GRI 102-41	Collective bargaining	% of associates covered by collective bargaining agreements	59%	59%	59%

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

2019 CORPORATE RESPONSIBILITY REPORT

		<b>Diversity and Inclusion</b> <small>Does not include contractors.</small>	<b>2019</b> <small>As of 12/31/2019</small>	<b>2018</b>	<b>2017</b>
GRI 405-1	Number of governance body members	Male	9	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	3	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	0	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	12	N/A <sup>1</sup>	N/A <sup>1</sup>
	% of governance bodies	Male	75%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	25%	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	0%	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	0%	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
	Number of salaried employees	Male	12,364	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	4,527	N/A <sup>1</sup>	N/A <sup>1</sup>
		Gender not specified	34	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	2,438	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	9,744	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	4,743	N/A <sup>1</sup>	N/A <sup>1</sup>
	% of salaried employees	Male	73%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	27%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Gender not specified	0%	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	14%	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	58%	N/A <sup>1</sup>	N/A <sup>1</sup>
> 50 years old		28%	N/A <sup>1</sup>	N/A <sup>1</sup>	
Number of hourly employees	Male	40,719	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Female	2,998	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Gender not specified	57	N/A <sup>1</sup>	N/A <sup>1</sup>	
	< 30 years old	9,408	N/A <sup>1</sup>	N/A <sup>1</sup>	
	30 - 50 years old	23,533	N/A <sup>1</sup>	N/A <sup>1</sup>	
	> 50 years old	10,833	N/A <sup>1</sup>	N/A <sup>1</sup>	

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

2019 CORPORATE RESPONSIBILITY REPORT

GRI 405-1	% of hourly employees	Male	93%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	7%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Gender not specified	0%	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	21%	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	54%	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	25%	N/A <sup>1</sup>	N/A <sup>1</sup>
	Number of managers	Male	3,875	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	833	N/A <sup>1</sup>	N/A <sup>1</sup>
		Gender not specified	4	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	141	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	3,038	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	1,533	N/A <sup>1</sup>	N/A <sup>1</sup>
	% of management	Male	82%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	18%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Gender not specified	0%	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	3%	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	64%	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	33%	N/A <sup>1</sup>	N/A <sup>1</sup>
	Number of individual contributors	Male	49,208	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	6,692	N/A <sup>1</sup>	N/A <sup>1</sup>
		Gender not specified	87	N/A <sup>1</sup>	N/A <sup>1</sup>
		< 30 years old	11,705	N/A <sup>1</sup>	N/A <sup>1</sup>
		30 - 50 years old	30,239	N/A <sup>1</sup>	N/A <sup>1</sup>
		> 50 years old	14,043	N/A <sup>1</sup>	N/A <sup>1</sup>
% of individual contributors	Male	88%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Female	12%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Gender not specified	0%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	< 30 years old	21%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	30 - 50 years old	54%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	> 50 years old	25%	N/A <sup>1</sup>	N/A <sup>1</sup>	

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

2019 CORPORATE RESPONSIBILITY REPORT

Non-GRI	Employee Resource Groups	Number of ERG members globally	2,268	N/A <sup>1</sup>	N/A <sup>1</sup>
		Number of ERG chapters globally	24	N/A <sup>1</sup>	N/A <sup>1</sup>
	Recruiting and hiring	% of executive slates with female representation (Global)	74%	N/A <sup>1</sup>	N/A <sup>1</sup>
		% of executive slates with minority representation (US only)	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		% of recruiters who are AIRS Diversity and Inclusion Certified (Americas and Executive team)	92%	N/A <sup>1</sup>	N/A <sup>1</sup>
	Veterans at Goodyear	% of military veterans in Goodyear's US workforce	6.7%	6.5%	6.4%
		<b>Talent Development</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
GRI 404-1	Average hours of training per associate	Male	11.70	N/A <sup>1</sup>	N/A <sup>1</sup>
		Female	13.75	N/A <sup>1</sup>	N/A <sup>1</sup>
		Salaried	12.81	N/A <sup>1</sup>	N/A <sup>1</sup>
		Hourly	11.62	N/A <sup>1</sup>	N/A <sup>1</sup>
		Management	15.05	N/A <sup>1</sup>	N/A <sup>1</sup>
		Individual contributors	11.69	N/A <sup>1</sup>	N/A <sup>1</sup>
Non-GRI	Training	Number of courses offered during Associate Learning Week	335	262	164
		Number of associates trained in Connect and GROW Coaching Model	583 <sup>8</sup>	1,707	1,010
		Number of associates who completed the formal two-week Plant Optimization Academy	148	236	267
		Number of associates who completed Plant Optimization Academy e-learning courses	13,484	10,783	8,467
		<b>Anti-corruption</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
GRI 205-2	Total number of governance body members communicated to about anti-corruption	Total	12	N/A <sup>1</sup>	N/A <sup>1</sup>
		Americas	12	N/A <sup>1</sup>	N/A <sup>1</sup>
		Europe, Middle East, Africa	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>
		Asia-Pacific	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>
	% of governance body members communicated to about anti-corruption	Total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Americas	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Europe, Middle East, Africa	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>
		Asia-Pacific	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

<sup>8</sup> After a multi-year roll out of trained facilitators delivering Connect&GROW in an 8-hour live class format, we turned our strategy to reach leaders in more flexible "just in time ways" in our Connect&GROW campaign. We aligned our training strategy to meet the needs of the business by focusing efforts on virtual delivery, on-line tools, team application and sustainability strategies through multiple development programs.

2019 CORPORATE RESPONSIBILITY REPORT

GRI 205-2	Total number of employees communicated to about anti-corruption	Global total	60,699	N/A <sup>1</sup>	N/A <sup>1</sup>
		Americas total	29,399	N/A <sup>1</sup>	N/A <sup>1</sup>
		Europe, Middle East, Africa total	22,603	N/A <sup>1</sup>	N/A <sup>1</sup>
		Asia-Pacific total	8,697	N/A <sup>1</sup>	N/A <sup>1</sup>
		Salaried associates	16,925	N/A <sup>1</sup>	N/A <sup>1</sup>
		Hourly associates	43,774	N/A <sup>1</sup>	N/A <sup>1</sup>
		Management	4,712	N/A <sup>1</sup>	N/A <sup>1</sup>
		Individual contributors	55,987	N/A <sup>1</sup>	N/A <sup>1</sup>
	% of employees communicated to about anti-corruption	Global total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Americas total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Europe, Middle East, Africa total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Asia-Pacific total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Salaried associates	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Hourly associates	100%	N/A <sup>1</sup>	N/A <sup>1</sup>
Management		100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
Individual contributors		100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
Total number of business partners communicated to about anti-corruption <small>"Business partners" includes active suppliers plus certain active customers (those that, based on certain criteria, are part of Goodyear's anti-bribery due diligence process)</small>	Total	35,593	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Americas	12,954	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Europe, Middle East, Africa	11,873	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Asia-Pacific	10,766	N/A <sup>1</sup>	N/A <sup>1</sup>	
% of business partners communicated to about anti-corruption <small>"Business partners" includes active suppliers plus certain active customers (those that, based on certain criteria, are part of Goodyear's anti-bribery due diligence process)</small>	Total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Americas	100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Europe, Middle East, Africa	100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Asia-Pacific	100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
Total number of governance body members trained on anti-corruption	Total	12	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Americas	12	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Europe, Middle East, Africa	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Asia-Pacific	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>	
% of governance body members trained on anti-corruption	Total	100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Americas	100%	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Europe, Middle East, Africa	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>	
	Asia-Pacific	N/A	N/A <sup>1</sup>	N/A <sup>1</sup>	

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

2019 CORPORATE RESPONSIBILITY REPORT

GRI 205-2	Total number of employees trained on anti-corruption	Global total	21,378	N/A <sup>1</sup>	N/A <sup>1</sup>
		Americas total	11,394	N/A <sup>1</sup>	N/A <sup>1</sup>
		Europe, Middle East, Africa total	6,790	N/A <sup>1</sup>	N/A <sup>1</sup>
		Asia-Pacific total	3,194	N/A <sup>1</sup>	N/A <sup>1</sup>
		Salaried associates	14,323	N/A <sup>1</sup>	N/A <sup>1</sup>
		Hourly associates	7,055	N/A <sup>1</sup>	N/A <sup>1</sup>
		Management	4,315 <sup>9</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
		Individual contributors	10,008 <sup>9</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
	% of employees trained on anti-corruption	Global total	35%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Americas total	39%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Europe, Middle East, Africa total	30%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Asia-Pacific total	37%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Salaried associates	85%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Hourly associates	16%	N/A <sup>1</sup>	N/A <sup>1</sup>
		Management	92% <sup>9</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
Individual contributors		18% <sup>9</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>	
Non-GRI	Business conduct manual training	% of associates who have completed Business Conduct Manual training	97%	96%	94%
<b>Community Engagement</b>			<b>2019</b>	<b>2018</b>	<b>2017</b>
GRI 413-1	Local community engagement	% of operations with implemented local community engagement <small>Does not include retail, retreading or distribution locations at this time.</small>	63%	50%	38%
Non-GRI		Number of Goodyear locations participating in Global Week of Volunteering	32	22	6
		Hours of associate volunteer service	33,000	25,000	20,000
		Total value of associate volunteer efforts	\$1,800,000	\$1,600,000	\$1,100,000
		Community organizations served through associate volunteer efforts	200	190	185

<sup>1</sup> New baseline established in 2019. We plan to report in the future.

<sup>9</sup> Includes salaried associates only. Management vs. individual contributor breakdown not available for hourly associates trained.

## > PROGRESS TOWARD GOALS

	2019	Baseline Year	Baseline Value	Goal Year	Goal Value
<b>Sustainable Sourcing Goals</b>					
% raw material spend traceability	0%	2018	0%	2025	50%
% of suppliers responded to request for ESG information (Raw Materials Only)	100%	N/A	N/A	2019	100%
% of natural rubber suppliers audited	98%	2018	79%	2019	100%
% increase in use of Rice Husk Ash Silica	74%	2018	0%	2020	100%
% increase in use of Soybean Oil	90%	2018	0%	2020	25%
% petroleum-derived oils used	98.5%	N/A	N/A	2040	0%
<b>Responsible Operations Goals</b>					
Total Incident Rate (TIR)	1.86	2018	1.96	2023	0.95
Serious Injury (SI) Rate	0.02	2018	0.04	2023	0.00
Number of environmental compliance violations and reportable environmental releases	9	2018	9	2028	0
% reduction in global energy consumption	18%	2010	0%	2023	25%
% reduction in global greenhouse gas (GHG) emissions	19%	2010	0%	2023	25%
% reduction in global water consumption	15%	2010	0%	2020	33%
<b>Advanced Mobility Goals</b>					
% reduction in rolling resistance - global consumer tire portfolio	29%	2005	0%	2025	40%
% reduction in weight - global consumer tire portfolio	7.7% <sup>6</sup>	2005	0%	2025	9%
<b>Inspiring Culture Goals</b>					
% of associates globally with access to GoodLife platform	72%	2018	34%	2023	100%
% of associates globally with access to Employee Assistance Programs (EAPs)	100%	2018	54%	2019	100%
% of Goodyear facilities with tobacco-free campuses	11%	2018	11%	2025	100%
Number of associates in Community Ambassador Network	51	2018	25	2019	50

<sup>6</sup> This number was misstated in Goodyear's 2020 Proxy Statement. This is the correct number for 2019.