CORPORATE RESPONSIBILITY SECTION

We believe sustainability is a journey, and we are constantly evolving as we improve our overall performance and strive to lead the industry to benefit our associates, customers, shareholders, suppliers, communities and the environment.

A MESSAGE FROM OUR DIRECTOR OF SUSTAINABILITY

Q&A with David Woodyard, Global Director, Environmental Sustainability & Product Stewardship

Q: What are Goodyear’s top focus areas for sustainability?

A: Our number one focus is on the high quality and performance of our products—the tires that we sell every day. I’m pleased that we have been focused on innovating more environmentally friendly tires by looking at all of the opportunities throughout the supply chain. For example, we’re working on designs for tires that have less rolling resistance—in other words, less friction—on the road, which enables vehicles to operate with less fuel per mile. Tires that perform significantly better can result in energy and emissions savings over time.

We’re also conducting lifecycle analyses to see where the biggest environmental impacts for tires occur. We’re examining how to reduce emissions from the sourcing of raw materials. We’re looking at the energy and water used during the manufacturing process and we’re making sure to use the waste from production for recycling or energy. Beyond the factory, we encourage drivers to properly maintain their tires, particularly tire pressures, to make their driving more efficient. And finally, we’re working to ensure our tires are managed properly at the end of their useful life.

We’re also focused on the health and safety of Goodyear associates. We’ve built a strong culture of health, safety and wellness and we continue to innovate ways to make it easier to be healthy, which helps maximize the well-being of our associates.

Q: What were the biggest sustainability achievements in 2015?

A: I’m thrilled to report that we’ve met or exceeded our environmental goals. In 2015, we achieved a 19% reduction in our greenhouse gas emissions from a 2010 baseline, which is past our goal of 15%. We also met our goal to reduce energy consumption 15% in the same timeframe. Furthermore, we reduced our water use by 23% in those five years, way beyond our 15% target. We’ve set new goals for 2020 to keep us on a steady trajectory moving forward.

In terms of associate safety improvements, we have seen a steady reduction of injuries across the globe and, in two of our regions, our rate of incidents was extremely low. We also ask our associates on a daily basis to come up with ways to improve ergonomics in the workplace, and our annual ergonomics challenge generated 88 responses from all corners of our operations.

Q: What other sustainability challenges does Goodyear face?
A: Goodyear conducted a materiality analysis to uncover the most important issues we need to focus on. What we heard from many stakeholders was that caring for the environment is of utmost concern. They responded that Goodyear should continue innovating for quality products that consume less fossil fuels, reducing energy use to limit the impact on potential climate change, and protecting the safety of people. They also want to know we’re using safe materials and processes for our products to protect the quality of air and water. We’re constantly looking for ways to operate better to address all of these concerns.

Q: What areas is Goodyear focusing on for sustainability going forward?

A: In 2015 we further explored how to carry out our sustainability commitments in a way that focuses the energy of our 66,000 associates. We’ll soon be rolling out a communications program to educate associates about how they can contribute to a better environment and society at work, at home and in the community.

OUR SUSTAINABILITY JOURNEY
At Goodyear, our ongoing commitment to safety, wellness, and environmental protection are key drivers for our sustainability efforts. We believe sustainability is a journey, and we are constantly evolving as we improve our overall performance and strive to lead the industry to benefit our associates, customers, shareholders, suppliers, communities and the environment.

Optimized Materials
Our strategy to reduce our environmental impact begins by optimizing materials. We continuously evaluate the raw materials we use, including material characteristics, energy composition, social and regulatory activities, and alternatives, and have initiated efforts with select suppliers to develop and select more sustainable materials. We have fundamental research and development activities focused on renewable materials and material reduction, reusability and recyclability.

An important part of the tire design process is to strive to optimize a tire's footprint, which requires three simultaneous considerations. First, we measure a tire's wet grip to determine its ability to perform well under a variety of conditions. Second, we design and build products that minimize material usage and reduce rolling resistance for reducing fuel use and minimizing fuel costs. Finally, optimizing treadwear helps decrease material usage by reducing the frequency of tire changes.

Efficient Operations
In our operations, we aim for efficiency while manufacturing and delivering our products with minimum energy, emissions, waste and water without compromising on product performance. For years, we have concentrated our sustainability efforts in these areas and have achieved industry-leading results.

Educating Associates
One of our most important tasks is to communicate to our associates so they understand our sustainability strategy and expected behaviors. To become fully engaged in our sustainability efforts, each associate is asked to strive to conserve energy, minimize the use of resources (reduce, reuse, recycle), work safely, strive for personal wellness and follow all work rules and regulations.
Community Support
Goodyear has a long history of following sustainability practices and working hard to be a responsible neighbor in every community in which we operate. We support our communities by working to create positive outcomes for people, communities and the world around us, and we focus on safe mobility, education, and sustainable operations. Click here to learn more about our community engagement efforts.

GLOBAL BUSINESS CONTINUITY PROCESS
Business Continuity teams prepare for, respond to and recover from risks and incidents in a manner where they show business value and meet the needs of their customers. They maintain their focus on associates, facilities, customers and business operations while managing a variety of human, natural and technologically based incidents. A consistent method of identifying and supporting critical business processes has once again proven to minimize impact from major incidents throughout the year.

Goodyear’s Global Business Continuity teams utilize many management disciplines to perform as a resilient organization. With principles and practices in place for more than a decade, the teams continue to improve in effectiveness.

The teams continue to collaborate with international standards-making and non-profit organizations that promote resilience through leadership, education and accreditation. This helps us ensure we have the appropriate capabilities in place to respond to disruption and that priority activities can continue.

The overall Global Business Continuity team structure consists of a global director and technical support; a governance committee of senior leadership; a variety of global tactical functions; and associates in each regional business unit dedicated to business continuity at major facilities when needed.

Business Continuity teams participated in a number of activities during 2015, including the following:

- A company-wide consensus review was conducted to improve team effectiveness and consistency, and activities implemented accordingly.
- Business Continuity manuals were updated in all major facilities.
- The suite of Business Continuity Tools was updated, including:
  - An annual company-wide risk assessment;
  - An annual company-wide Business Impact Analysis (critical process summary); and
- An annual company-wide internal benchmarking assessment (maturity model) was updated per targets and goals known as "Business Continuity Excellence."
- Pilot programs were developed to engage non-manufacturing locations and to conduct audits of select major facilities;
- All activities were summarized by region so regional business continuity leaders could share them with regional leadership teams for more effective strategic planning.
- Methods of two-way communication were improved to support team members, external participants, and programs in an efficient manner.
At Goodyear, we continue to build a culture where safety is a value to each and every associate. By doing so, we will achieve our ultimate goal of zero incidents.

WELLNESS

19
HEALTH AND WELLNESS PROGRAMS AND COMMUNICATIONS CHANNELS IN PLACE.
Goodyear’s wellness initiative for associates, GoodLife, provides the information, tools and programs that foster an atmosphere of wellness and promote a culture of health at Goodyear. The newest channel, the GoodLife app, launched in 2016.

In 2015, Goodyear launched Move Around the World, a global health awareness campaign that asked associates to submit stories and pictures of their favorite way to move and stay active. A dedicated website allowed associates to share stories with each other about nutrition and physical activity.

At Goodyear, associate safety is central to the way we do business. We want every Goodyear associate, as well as their families and dependents, to be safe, healthy and accident-free.

We also understand the business benefits of a healthy and safe workforce. Proactively working for and with our associates to reduce illness and injury will significantly reduce those costs.

While Goodyear has a long history of supporting the health, safety and well-being of our workforce, that support has grown significantly in recent years as we expand our culture of health and safety efforts. Existing Goodyear policies, benefit programs and work rules are in place, including extensive programs to monitor the health of our associates and the work environment.

Our culture of health and safety is based on four principles: health benefits; wellness programs; environmental, health, safety and sustainability (EHS&S) programs; and emergency preparedness. They create a solid foundation further supported by our global safety initiative, No One Gets Hurt, at work and at home.
To ensure timely medical care, all Goodyear facilities have first-responder teams. Our larger sites have on-site occupational health clinics, called GoodLife Health Centers, and smaller manufacturing and non-manufacturing locations coordinate with local healthcare providers to support our operations.

Goodyear’s wellness brand, GoodLife, was introduced in 2011 with the mission to maximize the health and well-being of our associates, control benefits costs and improve productivity by:

- Preventing illness whenever possible;
- When prevention is not possible, securing the right care at the right place at the right time; and
- When treatment is no longer possible, assuring that people have the information available to support advanced illness.

We offer voluntary wellness physicals, as well as many health and wellness programs. Participation is measured periodically and we calculate our progress using four metrics:

- **Wellness Programs**—The National Business Group on Health validation tool, Wiscore (Wellness Impact Scorecard).
- **Health Worksite**—Centers for Disease Control Worksite Health Scorecard, an evidence-based tool for assessing healthy worksites.
- **Cost of Ill Health**, using health risk scores to understand the health status of various worksite populations. This is a lagging indicator.
- **A Culture of Health** scorecard—The Employer Health Opportunity Assessment™, an assessment tool of structure and process from HealthNext evaluating the more than 200 components that build a culture of health.

We have a long history of health promotion, dating to our early support for physical activity. In 2006, we introduced the Healthy Choice Incentive in the U.S. to motivate people toward healthier behaviors and earn monetary incentives in return for their pledge to not use tobacco products.

Goodyear is immersed in innovation, both in products and in associate relations. We recently introduced pilot programs with several start-up companies that address specific health issues using personal health coaches, including sleep disorders and childhood and adult obesity.

Our efforts in the wellness area have yielded internal improvements and individual successes, along with recognition in the form of several awards. We earned “Fit-Friendly Worksites” recognition from the American Heart Association three years in a row. We also achieved the status of a Psychologically Healthy workplace by the Ohio Psychological Association in 2015.

**PEOPLE AND ENVIRONMENTAL CARE**

**Safety is a Value**

Across our global footprint, we are identifying the best common approach for enhancing plant performance. That effort is built on the foundation of People and Environmental Care, which recognizes that our most important work is to ensure our associates have safe workplaces and that we care for our environment and communities.

We believe safety is a value, which means we all take personal responsibility for our safety and the safety of everyone around us. Company leadership supports this belief by encouraging and
empowering associates to always make the decision to perform work safely without risk of serious injury.

Across Goodyear’s Asia Pacific region, associates signed “safety contracts” with family members to acknowledge their pledge to work safely on and off the job. The safety commitment campaign, held in all seven manufacturing plants in the region, was launched at plant meetings like the one pictured above in Aurangabad, India.

**No One Gets Hurt**

**36% REDUCTION IN TOTAL INJURY RATE SINCE 2011.**

Goodyear’s regional businesses continue to drive performance to world-class safety levels.

We have a simple goal for safety at Goodyear and it is reflected by our global safety initiative: No One Gets Hurt. We will never be satisfied with our safety performance until every Goodyear employee and contractor around the world goes home injury-free every day. Zero incidents is our ultimate goal. We celebrate the achievements of our regional tire businesses as they continue to improve their performance and drive toward zero.

We calculate Total Incident Rate (TIR) as the number of cases multiplied by 200,000 then divided by total work hours, which examines the number of injuries per 100 employees. The types of injuries included in TIR includes those that require medical treatment above first aid, as well as restricted and lost-time injuries. We also track near miss counts, near miss corrective action/preventative action (CAPA) closure rates, and associate engagement.

Our plants in Asia Pacific and South America achieved incident rates of less than 0.5 in 2015, which is considered a tremendous accomplishment.
Engaging our Associates
At Goodyear, we believe associate engagement is the key to achieving No One Gets Hurt. Although it has always been important, plants are adopting an organizational approach that drives engagement and ownership at the floor level, and a key performance measure was established with the objective of 100% associate engagement in safety, environmental and sustainability initiatives. By combining associate engagement with common global workplace safety standards, we believe we will create and sustain a safe workplace.

All Goodyear associates are encouraged and provided opportunities to be actively involved in safety-improvement initiatives, and we measure engagement through involvement in activities, such as membership in a safety or environmental steering or subcommittee, participation in a plant ergonomic core team, and completion of hazard and risk analyses for a particular job or task. An example of associate engagement in our safety process comes from our Chemical Division, where associate engagement is at 91%. There, associates serve as Health, Safety and Environmental or Ergonomic Committee members, participate in the Target Zero program or rapid improvement activity projects, complete near miss/hazard reports, and join in Value Drive safety team activities or weekly safety tours. Through these associate-led initiatives, as well as through informal interaction with floor leadership, we make opportunities for engagement available to every associate.

Several of Goodyear’s plants produce annual safety calendars that feature drawings from the children of associates. This example, from Goodyear’s plant in Izmit, Turkey, reminds associates of the importance of wearing personal protective equipment. The drawing says, "Safety first, then work!"
Target Zero
An effective safety process accomplishes three things: The strategy enhances the physical environment in the facility and the mental attitude of the associates working there, and it engages as many associates as possible by encouraging their active participation. Goodyear designed Target Zero to achieve these objectives, and its global implementation continues to positively influence our safety culture.

A component of Target Zero – near miss reporting – allows associates to report conditions that require attention, as well as to identify incidents where a "close call" has occurred. Near misses are documented, analyzed and corrective actions put in place proactively – all before an accident can occur.

Target Zero’s second component is the analysis of behavior – or as we like to refer to it, doing the job the safe way every time. Trained associates observe specific tasks and document their findings. The collected data are analyzed, and a team identifies the corrective actions and removes any potential roadblocks that may prevent associates from performing the task safely every time. Follow-up observations are conducted to determine the effectiveness of the corrective actions. If improvement is confirmed, a new task is identified for analysis.

As this innovative process gains global momentum, some facilities have advanced sufficiently to include self-observation and off-the-job safety analysis into the equation. Goodyear’s goal remains zero incidents, and the ongoing commitment to Target Zero by associates around the world continues to move us closer to that goal.

FROM OUR LATIN AMERICA REGION:
PREMAC (Prevention by means of self-awareness) is the main pillar of Latin America’s program, “Cultura de Seguridad Total” (Total Safety Culture), in which safe actions are strengthened through self-control and self-knowledge. The tool helps everyone who uses it to obtain meaningful changes in their behavior and can motivate behavioral changes that may be applied at work and at home. The effective implementation of PREMAC is accomplished by training associates to properly apply the system with constant follow-up supported by supervisors and consultants.

FROM OUR NORTH AMERICA REGION:
To identify and reduce the risk of falls from height at our plants, associates from across North America received training to certify them as “Competent Persons” in Fall Protection. The participants gained first-hand experience in tools and techniques to reduce risk and manage an effective fall protection process within Goodyear. The course concluded with practical exercises in how to establish effective fall prevention processes for both self and assisted rescue—with each participant getting a chance to “hang-around” in a harness to personally experience why rescue after a fall minimizes risk of injury.

ENVIRONMENTAL, HEALTH, SAFETY AND SUSTAINABILITY SYSTEMS
Goodyear is committed to ensuring all our manufacturing facilities worldwide have safe and healthy operations with the goal of protecting the safety, health and well-being of associates, contractors, the surrounding communities and the environment.
To protect worker health, a risk assessment process is used to evaluate the potential hazards of materials used or considered for use in manufacturing. These risk assessments are performed by a Global Product Stewardship/Sustainability Team with the purpose of identifying health risks so they can be minimized or eliminated.

**Industrial Hygiene**
To assure healthy workroom air quality, all manufacturing facilities conduct routine exposure monitoring for potentially hazardous chemicals and/or physical agents. All Goodyear sites follow a standardized sampling protocol that is recognized by the professional industrial hygiene community. The protocol establishes statistical confidence pertaining to exposures in the workplace, characterized according to process operation, jobs performed, tasks and chemical/physical agent of concern. Goodyear facilities worldwide typically collect more than 5,000 industrial hygiene samples per year to help ensure exposures remain well below all recognized exposure criteria – regulatory and consensus – and thereby minimize health risks to associates.

**PROTECTING OUR ASSETS**

**Fire Safety**
Goodyear is committed to reducing the risk of fires at our locations by investing in structural improvements that complement our fire protection programs. Mitigation of risks brings our facilities closer to Highly Protected Risk (HPR) Status, an insurance industry term used to describe a property that is judged to have a lower chance of catastrophic loss due to a fire. Facilities with HPR status have a demonstrated commitment to loss prevention, superior construction, and equipment and processes that depend on human interaction and execution. While HPR is not required by law, investment in a superior level of fire protection helps protect our people and our operations.

**FROM OUR REGION IN NORTH AMERICA**
Members of the Level 1 Fire Brigade from Goodyear’s plant in Lawton, Oklahoma, perform a confined space rescue drill at the plant as part of their quarterly training.

**Spill Prevention and Containment**
Zero is our goal when it comes to releases to the environment, and our performance in recent years is nearing that objective. Critical to our success is adherence to our global company standard that governs all material storage, transfer and handling. It requires all facilities to have proper containment for all tanks, containers and equipment, as well as during material loading and unloading.

The company standard requires regular inspection of all containment areas, including pipes, hoses and connections, with the goal of identifying and fixing any potential deviations. Our thorough preventive maintenance programs help to ensure all equipment parts that could cause a release, such as valves or flanges, are exchanged before they reach their end of life.

In addition to our global company standard, we conduct internal audits and vulnerability studies and adhere to Goodyear’s Management of Change process to identify any future risks that may result in a spill or release.
FOCUSING ON THE ISSUES

Global ergonomics process
At Goodyear, we recognize the importance of a formal ergonomics process in reducing injuries and maximizing workplace performance. With the goal of reducing the number and severity of workplace-related musculoskeletal disorders (WMSDs), our process works to reduce repetitive motions, awkward postures, vibration, contact stress, and the use of excess force.

Every manufacturing facility has an ergonomics team in place, with each member trained in Goodyear’s six-step ergonomics problem-solving process. The team members conduct job-hazard analyses, respond to any reports of WMSDs, and work to identify risk factors. Every associate is expected to report any signs or symptoms of a WMSD as early as possible.

The ergonomics team at Goodyear’s plant in Fayetteville, North Carolina, devised a very engaging and effective tool for developing solutions to some of the most common injuries. Their Ergonomic Sandbox allows associates to learn the proper techniques for safe movement through a hands-on training environment. Associates also have the opportunity to apply their best thinking to machine design—discovering ways to operate the machines in a more ergo-friendly way. The results have been impressive, and the plant has seen a significant reduction in the most common on-the-job injuries. The fundamentals of the Sandbox were adopted as a best practice and shared with manufacturing facilities worldwide.

Each year, Goodyear holds its annual Ergonomic Challenge contest that recognizes and rewards the creative, sustainable and high-impact solutions that address ergonomic issues throughout the workplace. With the contest open to all facilities, 88 entries were received and scored by region in 2015. The overall highest scoring entry came from Goodyear’s Dunlop Sava plant in Slovenia, which received the 2015 Chairman’s Award for their green tire handling system that completely eliminated manual handling while improving quality and decreasing waste.

MANAGING RISK

Identifying and eliminating safety risk
We all live with a certain level of risk each day. Our everyday activities, including driving a car, playing a sport, cooking food, and working around the house and yard, all come with some risk. The key to staying safe is to control these risks as much as possible.
At Goodyear, our plants are designed and engineered with more advanced safety devices for the work being performed. From basic physical guards to presence-sensing devices, our associates are protected. All of our plants support our drive to zero injuries and incidents by taking a proactive approach to identifying and eliminating safety risks. The photos on this page are some examples of the safety engineering of our equipment.

While we work to identify and then implement measures to reduce risks in our facilities, we don’t stop there. We also collaborate with our associates to develop a mindset where all associates act in a way that keeps them, and others around them, safe. We believe safeguarding our factories and machines is important, but it is also critical our associates accept safety as a value, both at work and at home.

A sheet of clear acrylic on a tire machine allows maintenance associates to observe and troubleshoot the machine’s operation while the guard is in place.

World-class housekeeping and process organization can lead to the elimination of physical hazards, including in the curing area.

This picture illustrates two types of machine guarding. There are fixed guards on the side of the machine, while the scanner on the
Safety compliance
Goodyear’s environmental, health, safety and sustainability (EHS&S) management system includes the important component of auditing for adherence to legal and company requirements. Goodyear manages to the International Organization for Standardization (ISO) 14001, Occupational Health and Safety Assessment Series (OHSAS) 18001 and the Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP).

FROM OUR REGION IN NORTH AMERICA
Goodyear’s chemical plant in Beaumont, Texas, was approved as a VPP Star site. VPP Star sites are recognized for continued exceptional safety commitment that goes beyond the requirements of OHSA standards. Companies in the VPP Star program have achieved injury and illness rates below the national average for their respective industries.

Violations and penalties
At Goodyear, our commitment to safe operations extends beyond our facilities; we also work to protect our communities and the environment. We have several initiatives in place to identify risk, including our global EHS&S standards that set minimum requirements for protecting associates and the environment. Our procedures, based on best practices shared among facilities, often go beyond the regulations in the various countries in which we operate.

Associate training programs are critical, and our EHS&S procedures outline training requirements for relevant associates, including those full-time associates dedicated to recognizing risk at our facilities. Associates responsible for training are identified on a global and facility level.

If a violation is received from a government agency, a thorough evaluation is conducted. EHS&S standards are reviewed and revised if necessary, and corresponding changes will be made within our audit and training programs. All changes are communicated at all levels of the organization.

Goodyear received notification of 19 safety and environmental violations and incurred $64,178 in fines in 2015. We continue to diligently identify and correct any non-conformances with the expectation that we will meet our compliance goals of zero violations and penalties in 2016.
ENVIRONMENTAL STEWARDSHIP SECTION
Sharing the planet responsibly with customers, employees, shareholders, communities and suppliers is the impetus behind key sustainability objectives at Goodyear. Our sustainable activities mirror this commitment.

CARING FOR THE ENVIRONMENT
At Goodyear, we are committed to caring for the environment, and it’s a commitment we take seriously. Our Environmental, Health, Safety & Sustainability (EHS&S) organization leads a strategy to reduce our environmental impact across our product lifecycle and benefit our associates, customers, communities, and the environment.

We conduct our business in accordance with the highest applicable legal and ethical standards, as well as Goodyear’s global standards for all operations. Our established EHS&S systems, based on recognized standards, set company-wide goals and objectives that seek to continually improve performance, reduce our environmental footprint, and increase the sustainability of our materials, operations, and products.

Environmental, health, safety and sustainability considerations are integrated into all key business decisions, including the design, production, distribution, and support of our products and services. To ensure consistency in environmental practices across our global operations, all of Goodyear’s tire manufacturing facilities are certified to the ISO 14001 environmental management system.

At Goodyear’s new plant in San Luis Potosi, Mexico, safety and environmental protection is being integrated as a key value into the manufacturing operations. Upon start-up, the plant will not use any solvents or discharge any wastewater directly back to the environment. It is projected that 75% of the wastewater will be recycled and reused with the remaining amount, sanitary wastewater, sent to a treatment facility operated by the industrial park.

In addition:
- All indoor and outdoor lighting will feature energy efficient LED systems.
- The plant will join all other Goodyear manufacturing plants by becoming Zero Waste to Landfill within one year, allowing for time to find and audit vendors.
- From an associate safety perspective, the plant’s tire-building equipment is being designed so a single associate will not lift more than 25 kg (approximately 55 pounds) or manually push or pull more than 200 kg (440 pounds).
Releases to the Environment

88%
REDUCTION IN RELEASES TO THE ENVIRONMENT SINCE 2010.

In 2015, there were two releases to the environment in our manufacturing operations. One was quickly controlled with minimal or no impact to the environment. The other, while minor, required us to clean the spill area and surrounding area. We remain committed to achieving our goal of zero releases.

Consistent with our EHS&S policy, Goodyear has systems and programs in place to comply with the applicable environmental and safety requirements in the countries and communities in which we operate. The regulatory landscape continues to be demanding and complex, but we monitor existing, new and proposed legislation with the goal of complying with the applicable requirements.

Zero Waste to Landfill

0 AMOUNT OF WASTE ANY GOODYEAR MANUFACTURING FACILITY IS PERMITTED TO SEND TO A LANDFILL.

For the past six years, Goodyear has maintained Zero Waste to Landfill, a program that applies to all manufacturing facilities. This corporate initiative reduces our environmental impact by requiring all manufacturing plants to reduce, reuse and recycle waste.

In 2006, Goodyear created the Zero Waste to Landfill initiative to reduce our environmental impact by requiring all manufacturing plants to reduce, reuse and recycle manufacturing waste. We not only work to find the most efficient outlets for reusable scrap material, but also strive to achieve the most beneficial use. As a result of the program, more material is being recycled or used as fuel. The sale of these by-products returns revenue to the manufacturing process, which helps fund further improvements. Goodyear’s corporate goal is to maintain our Zero Waste to Landfill policy while continuing to reduce the amount of waste incinerated or used for heat recovery. A global requirement is in place for continual monitoring and auditing to ensure compliance with our Zero Waste to Landfill
goal. If any deviation from the program is discovered, Goodyear takes immediate action, up to and including corrective action and the termination of vendor contracts.

End-of-Life Tires
Although most of Goodyear’s waste-elimination initiatives are focused on reducing, reusing and recycling production and facility waste, we also promote the proper management of finished goods, particularly when a tire reaches the end of its useful life, known as an end-of-life tire (ELT). Goodyear has programs in place to ensure that ELTs from our company-owned retail operations are properly managed. In addition, Goodyear’s support of industry-led ELT recovery programs builds on long-term efforts that have been successful in achieving very high recovery rates. According to the respective trade association groups, recovery is at 88% in the United States, 88% in Japan, and 95% in Europe, which includes utilization for energy recovery or other beneficial uses. This recovery rate compares very favorably with recycling rates for other valuable end-of-life products.

For information on the tire industry’s efforts to develop scrap tire initiatives, visit the website of the World Business Council for Sustainable Development’s Tire Industry Project. Additional information can also be found on the website of the Rubber Manufacturers Association (RMA).

Solvent Reduction

38%
SOLVENT REDUCTION SINCE 2010.
Goodyear continues to be an industry leader in efforts to reduce solvents in our manufacturing facilities. Our use rate in 2015 was 0.69, a further reduction from 2014. Our focus remains on the global application of best practices to further reduce this rate.

We continue our efforts to eliminate solvent usage and, consequently, solvent emissions. In the past, solvents have been used in our manufacturing process and maintenance activities. Multifunctional teams have developed process changes that eliminate solvents where possible, find material alternatives or implement other shared best practices from plant to plant.
Fifteen Goodyear plants have eliminated solvents entirely while Goodyear has reduced global solvent use by 38% since 2010. Our focus remains on driving solvent use in radial passenger and truck tires to zero, while achieving “best practice” levels in bias tires and other production lines.

PRODUCT STEWARDSHIP
At Goodyear, Product Stewardship is defined as the responsible and deliberate management of the environmental, health, safety and sustainability (EHS&S) aspects of our products throughout their entire life cycle. We see it as a core concept for supporting business development and continuous improvement.

While the global regulatory climate is evolving and growing in complexity, Goodyear recognizes the increasing need to build sustainability into our materials, products, manufacturing processes and end use. We continue to develop capabilities to address the growing demands, and we believe the incorporation of Product Stewardship as a demonstrable and integral part of business culture can lead to significant internal benefits as well as strategic differentiation in the marketplace.

Product stewardship at Goodyear includes the entire life cycle, so the team engages suppliers, customers, governments and non-governmental organizations (NGOs), all with the purpose of protecting our associates, our customers and the environment. Goodyear's Global Product Stewardship team is integrated into the research and development process to ensure our products meet environmental and sustainability requirements now and in the future and that the principles of sustainability are included in the development of our products. The team reviews, and must approve in advance, the use of all new materials for current global regulatory compliance, as well as to identify any developing concerns.

Our EHS&S team conducts hazard impact reviews at several specific stages in new product development and production, identifying hazards at the individual and mixture levels to determine acceptability and appropriate controls. If data gaps exist, we contact the material supplier for further chemical evaluation until all suspected hazards are adequately characterized.

We rigorously evaluate the inherent hazards associated with substances and materials used directly or indirectly in product manufacturing. Raw materials, multi-component substances, and interim
compounds or mixtures are subjected to a base-level hazard review according to specific guidelines. Interface with Goodyear’s Industrial Hygiene process also allows for the review of historical exposure information and targeted future exposure monitoring, if required.

Any initial reviews that identify any potential for significant inherent hazards are then subjected to a more extensive risk evaluation, including a full evaluation of known and credible toxicological, environmental and epidemiological data applicable to the substance in question. Where the current knowledge base is lacking or equivocal for a particular substance, Goodyear may perform novel research using internationally accepted test criteria used by government, industry and accredited independent laboratories.

Goodyear evaluates future products and services early in the product development process in order to avoid or mitigate future problems and improve the sustainability of products. This involves reviews with project teams to consider the materials that will go into the products, as well as required processes, equipment and sustainability implications. We also evaluate products using life cycle assessment to determine the potential impacts of products throughout the stages of the life cycle and to identify opportunities for product improvement.

The team also reports regularly to a steering committee on the state of the global regulatory and sustainability landscape as it impacts our products and, as appropriate, identifies materials for possible substitution.

**ENERGY**

15% REDUCTION IN ENERGY CONSUMPTION SINCE 2010, OUR BASELINE YEAR.

In 2015, Goodyear achieved its five-year goal of reducing energy consumption by 15%. Each of our regions has a full-time energy manager engaged in implementing steps to reduce the use of energy in our facilities around the world.

Goodyear’s tire manufacturing process is energy-intensive and it is critical we have reliable sources of energy at each of our manufacturing facilities.

Our global energy management system focuses on improving energy efficiency at each of our locations, and we measure progress toward our energy efficiency goals by tracking energy intensity at each manufacturing facility. The energy intensity ratio is calculated using total finished production and includes all sources of fuel used in the manufacturing process, which includes purchased electricity, purchased steam, natural gas, fuel oil, propane, diesel, gasoline, waste fuel, pet coke, and coal.

In 2010, Goodyear committed to a 15% reduction in energy use (from the 2010 baseline) at our manufacturing facilities by 2015. With our 2015 performance of 15% improvement, we have achieved our goal. Going forward, we have established new goals for 2020 to reduce our energy use by an additional 10%, which will result in a 25% reduction in our energy use from our baseline.
Goodyear's global energy management system is based on continuous improvement methodologies, which are used to create greater energy efficiency at our manufacturing facilities. Our global data management system tracks detailed energy and water usage and continues to improve our accuracy and metering to provide real-time energy data.

Energy Cost Management is one of Goodyear's internal workstreams where we are applying the zero loss thinking to prioritize cost savings opportunities for our plants across all regions. This workstream targets cost reductions and increases in efficiency. The workstream has now been implemented at all of our manufacturing facilities with scorecards and metrics in place to continuously monitor the progress of the workstream to ensure long-term success.

Energy reviews have been completed at all major facilities by a team consisting of global, regional and plant energy associates. With the purpose of sharing best practices and initiatives among the plants, the reviews help to verify baselines and implement our global energy and greenhouse gas (GHG) strategy. Review participants include the local energy committee, plant energy coordinator and an energy champion.

Goodyear implemented a global Certified Energy Management (CEM) program, which is a professional certification from the Association of Energy Engineers (AEE) that recognizes individuals who have demonstrated high levels of experience, competence and proficiency in the energy management profession. The CEM training program is designed to allow participants to develop a program to reduce energy in their respective plants, as well as to develop and execute a specific project list for the year. According the AEE, the projects implemented from the CEM program can result in energy savings of 10% over three years from the time of implementation.

Each Goodyear region has implemented projects to increase energy efficiency, such as installing LED lighting systems, more efficient fan motors in the cooling towers and integrated combustion control units in boilers. In addition, each region has implemented a standardized initiative for each plant to detect and repair leaks that could occur primarily from compressed air, steam or nitrogen.

The ISO 50001 Energy Management system, created by the International Organization for Standardization (ISO), is a recognized standard that helps industrial plants formalize their continuous improvement activities related to energy efficiency and greenhouse gas emissions. Seven Goodyear plants—six in Germany and one in Turkey—have received the ISO 50001 certification.
Goodyear’s tire manufacturing operations are not very water-intensive but require some water for process use, such as cooling and steam generation. Freshwater is also needed for use in offices and manufacturing facilities for personal consumption, restroom and shower facilities, and cafeterias. The water is sourced from public utilities, wells, lakes and streams, of which 19% (1,706,431 K gallons) is from public utilities and 81% (7,397,651 K gallons) is from well and surface waters. Our global data management system tracks detailed energy and water usage which allow for more accurate reporting of our water withdrawals. While the majority of Goodyear’s manufacturing facilities are in areas that are unaffected by water scarcity concerns, it is still important to us that we continuously reduce our impact on local water resources.

In 2010, Goodyear committed to a 15% reduction in water use (from the baseline) at our manufacturing facilities by 2015. We have achieved this target by implementing leak detection programs and water conservation strategies, and investing capital into water reuse and treatment systems at select facilities. At all of Goodyear’s manufacturing facilities, we used 2,450 gallons of water per ton of production (normalized) in 2015, reflecting a 23% decrease over our 2010 baseline. Going forward, our new water reduction goal for 2020 is for water use to be reduced by a total of 33% from our 2010 baseline.

Goodyear implemented a global water strategy and management plan as part of our overall sustainability approach that was established in 2010. We assess water stresses within each river basin, which allows us to determine the level of risk for each manufacturing facility in our global footprint. With that information, we categorize manufacturing plants based on water intensity performance, apply continuous improvement loss thinking and assign appropriate water-reduction initiatives. Our management plan enables us to be proactive and prepare for any changes in water availability and quality.

As part of Goodyear’s strategy to conserve and recycle water, almost all facilities utilize closed-loop cooling systems for water used for cooling materials and equipment. Systems are also in place to capture and return process water and steam condensate for reuse and to reduce the need for additional fresh water. The majority of water used for steam and cooling is returned to waterways minus any evaporation that occurred. All water used for domestic purposes is treated on site or at publicly owned treatment plants according to all applicable requirements and returned to waterways.

To demonstrate our commitment to reducing water use, Goodyear has responded to the Carbon Disclosure Project (CDP) Water Report since 2012. In 2015 the CDP began scoring companies on their
water performance and Goodyear earned a B/Management level score. We intend to continue reporting on our water performance to the CDP and strive to improve our score.

GREENHOUSE GASES

510,731
GHG EMISSION REDUCTION IN METRIC TONS COMPARED TO 2010, OUR BASELINE YEAR.
In 2015, Goodyear exceeded a five-year goal by reducing greenhouse gas (GHG) emissions by 19%. Part of our strategy to reduce GHG emissions is to address the entire life cycle of our products, including reducing emissions from supplied materials through manufacturing, during use and final end of product life.

Goodyear monitors greenhouse gas (GHG) emissions at all of our manufacturing facilities. In addition to energy efficiency improvements, changing fuel sources to those with lower emissions and purchasing renewable energy where it makes sense to do so helps us further reduce GHG emissions.

In 2010, Goodyear committed to a 15% reduction in GHG emissions from our baseline at our manufacturing facilities by 2015. With our 2015 performance of 16% improvement, we have achieved, and exceeded, our goal. In 2015, Goodyear reduced total CO₂ emissions by 510,731 metric tons compared to 2010, our baseline year. Going forward, we will look to further reduce our GHG emissions approximately 2% per year from 2016-2020, contributing to a total reduction of 25% in GHG emissions from our 2010 baseline.

Part of Goodyear’s strategy to reduce GHG emissions is to address the entire life cycle of our products. We work to reduce emissions from supplied materials through manufacturing, during use and final end-of-life of our products. We also evaluate projects for their potential CO₂ reductions and cost effectiveness. In addition, our products can have an impact on GHG emissions, such as our low-rolling-resistance tires, which can help reduce emissions and energy consumption during use.

Goodyear uses the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI) GHG protocol for calculating 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, which includes natural gas, fuel oil, propane, diesel, pet coke, waste fuel, and coal. The reported emissions are in terms of carbon dioxide equivalents (CO$_2$e), which include CO$_2$, methane (CH$_4$) and nitrous oxide (N$_2$O).

From 2010-2015, Goodyear reported based on the 1996 Intergovernmental Panel on Climate Change (IPCC) emissions factors for calculating GHG emissions. As of 2016, we will use the 2006 IPCC emissions factors to report all scope 1 emissions and the 2011 International Energy Agency (IEA) factors to report scope 2 emissions. In 2015, 66% of our emissions were indirect and 33% were direct. Goodyear has reported our performance to the Carbon Disclosure Project (CDP) since 2006 and its 2015 Climate Change report showed our score of 97B, our highest-ever score. This high score indicates Goodyear's strong commitment to reducing GHG emissions by identifying key risks, creating a system to implement reduction initiatives, and monitoring performance.

The US Environmental Protection Agency (EPA) issued a mandatory reporting rule that requires manufacturers of a certain size to report their GHG emissions. Goodyear reports emissions each year for applicable facilities.

Since 2008, Goodyear has participated in the EU's Emissions Trading Scheme, which includes auditing and validating data at applicable facilities. Operations in our Europe, Middle East and Africa region represent about 20% of Goodyear's Scope 1 (direct fuel usage) and Scope 2 (purchased energy) GHG emissions.
BIODIVERSITY AND RESOURCE CONSERVATION

Goodyear’s commitment to caring for our environment and communities also applies to the local biodiversity at our manufacturing facilities where all process and sanitary water discharged is treated either on site or at municipal waste water treatment facilities. To protect local water resources and prevent negative impacts on local biodiversity, Goodyear does not discharge untreated process or sanitary water into natural waterways.

While Goodyear does not currently conduct in-depth biodiversity assessments, we strive to ensure compliance with local regulations so natural areas near our manufacturing facilities are protected accordingly. In addition, we encourage our local facilities to undertake environmentally friendly projects, such as tree plantings, marine habitat preservation, recycling, and wetlands development.
Goodyear is building a new plant in San Luis Potosi, Mexico, and part of the selection process included a site survey to determine if any protected animals or plants were present. While only a single cactus was identified as a protected species in Mexico, the survey discovered 20 species of plants, reptiles, amphibians and mammals that are identified as protected by the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES). These species are not endangered or facing extinction, but their survival requires special consideration. As a company committed to caring for our environment and communities, the decision was made to relocate these plants and animals.

Goodyear used a local contractor to safely and efficiently perform the relocations. The animals were permanently relocated to compatible habitats while the plants were temporarily relocated near the site. The plants will be cared for by the industrial park until they can be moved onto the facility’s property after construction is completed.

The photos below are just a sampling of the rich plant and animal diversity that surrounds the San Luis Potosi site, and Goodyear’s actions have helped to ensure these plants and animals will survive for future generations.

**INDUSTRY SUSTAINABILITY EFFORTS**

World Business Council for Sustainable Development (WBCSD)

Goodyear is a leader in the [Tire Industry Project (TIP)](https://www.wbcsd.org/projects/tire-industry-project) of the WBCSD, an industry group that includes the world’s largest tire manufacturers. As a CEO-led global association of more than 200 international companies focusing on business and sustainable development, the WBCSD is regarded as a catalyst in global policy development, representing and promoting the role of business in achieving sustainable development.

With the purpose of working together to identify and address the potential health and environmental life cycle impacts of tires, TIP completed an eight-year research project to fill data gaps on tire and road wear particles (TRWP), which included chemical and physical analysis, global sampling and airborne evaluation, ecotoxicity testing and inhalation testing. The research concluded that TRWP do not present significant risk to human health or the environment.

TIP’s current work is focused on:

- Chemicals and materials, which include human and environmental health assessments to understand chemical impacts;
- Nanomaterials, which include cooperative work with the OECD (Organization for Economic Co-operation and Development) to examine sustainable development and use of nanomaterials by the tire industry;
- End-of-life tire (ELT) management around the world;
- Annual reporting of industry environmental and safety key performance indicators; and
- Product Category Rule (PCR) standard for tires.
Suppliers Partnership for the Environment
Goodyear is a member of Suppliers Partnership for the Environment. This is a U.S. Environmental Protection Agency and automotive industry partnership with the objective of advancing corporate sustainability within the automotive supply chain. Goodyear participated in the Materials Assessment and the energy-use management and reduction strategies.

Roundtable for Product Social Metrics
Goodyear is part of the Roundtable for Product Social Metrics, a group that brings together companies from different industries to assess the social impacts of products from a life cycle approach. The group was initiated by PRé, a company that supports organizations in their efforts to measure and improve environmental performance and to establish a clear consensus on social metrics and benefits at the product level. In January 2016, the Roundtable completed and disseminated an updated version of the Product Social Impact Assessment Handbook, and Goodyear collaborated with BASF and BMW on a case study to pilot-test and refine the handbook metrics prior to publication.

The Sustainable Natural Rubber Initiative
The SNR-i (Sustainable Natural Rubber initiative) was launched in 2013 by the International Rubber Study Group (IRSG) with the goal of creating sustainable natural rubber procurement. The working group (SNR-i WG) was formed by tire trade associations, individual tire companies (including Goodyear), natural rubber (NR) traders, and some of the NR producing countries. Activity is underway with the following primary schedule:

- Phase 1: Setting up a framework for the activities. (2013-2015)
- Phase 2: Review of the criteria by the stake holder dialogue and development of training & capacity-building programs for the farmers (2016-2017)

A voluntary standard of sustainability on natural rubber procurement has been set up and issued as a guideline for voluntary standard, not as a certification system. The five criteria for sustainability were agreed upon by members as follows:

- Improvement in productivity
- Improvement in quality
- Supporting the sustainability of forests
- Waste, energy and water resource management
- Respecting human rights and the rights of workers

Twelve key performance indicators (KPIs) were selected under the five criteria of sustainability on NR procurement.

Goodyear self-declared to the SNR-i pilot phase in January 2016 and will continue to support the effort.

Conference Board’s Product Stewardship & Regulatory Affairs Council
Goodyear is a member of the Conference Board’s Product Stewardship and Regulatory Affairs Council (PSRA). PRSA was formed in 2010 with the vision of improving product stewardship, as defined by the Conference Board as "The shared responsibility for the identification, management, and communication of product health, safety and environmental information and issues along the entire value chain, in a way that adds value and meets customer, market, societal, and stakeholder expectations throughout
the product life cycle, and supports member companies’ right to operate, innovate, and compete."
Through the Council, Goodyear is able to exchange ideas and best practices about product regulatory
matters in the evolving landscape of regulatory compliance and product responsibility with peers from
other companies and industries.

Sustainable Purchasing Leadership Council (SPLC)
Goodyear is among the founding members of the Sustainable Purchasing Leadership Council, a non-
profit organization whose mission is to "support and recognize purchasing leadership that accelerates
the transition to a prosperous and sustainable future." Goodyear’s membership is a three-year
commitment to the council and its programmatic activities.
OUR PEOPLE SECTION
At Goodyear, we are one team working together to drive performance on the road, in the marketplace and throughout the company. To reach our full potential as associates and deliver on business goals, we strive for five interdependent behaviors: Act with Integrity, Promote Collaboration, Be Agile, Energize the Team, and Deliver Results.

COMMITMENT TO INTEGRITY
[Introductory paragraph for top of page]
Goodyear's executive team continues its strong commitment to acting with integrity and sets a high standard for ethical behavior. Goodyear's leadership, Board of Directors and all associates are guided by our Business Conduct Manual, which is available in full under the Corporate Governance section of Goodyear's corporate website.

65,000+
COMPLETED COMPLIANCE AND ETHICS TRAINING EVENTS.
Associates around the globe completed online and in-person training events on topics such as the Business Conduct Manual, anti-bribery, competition laws, financial integrity, conflicts of interest, privacy, and protecting company information.

Goodyear's leadership is committed to ensuring business is conducted in a way that promotes ethical behavior and legal compliance. Our Goodyear associates work hard to foster an environment that values mutual respect, openness and individual integrity.

CORPORATE COMPLIANCE AND ETHICS POLICIES
Goodyear's corporate compliance and ethics policies underscore our commitment to acting with integrity, and these expectations are communicated at all levels of the company to help our associates maintain the highest standards of ethical behavior.

BUSINESS CONDUCT MANUAL
Goodyear's Business Conduct Manual is available in 14 languages. The Manual defines behaviors necessary to support the company's high standards, and reinforces associate compliance with all applicable laws and business practices. We expect every associate to know and understand our ethics policies, and associates must agree to act accordingly. Salaried associates throughout the world are required to complete online training covering the Manual, as well as on how to report a concern. This training also includes a certification that the associate affirms his or her knowledge of the Business Conduct Manual and will abide by the Manual. Newly hired salaried associates are enrolled in the Business Conduct Manual training in the early days of their Goodyear careers.

SUPPLIER CODE OF CONDUCT
In addition, third parties doing business with Goodyear, including suppliers, contractors, and others, are directed to the company's website so that they may read the Business Conduct Manual and be aware of our policies and requirements. Goodyear's Supplier Code of Conduct requires covered suppliers to certify to a standard code of conduct. The Supplier Code of Conduct contains our expectations on various topics, including environmental performance, global chemical and material regulatory compliance, conflict minerals, health and safety, gifts and entertainment, anti-bribery, child labor and human trafficking. In addition, an annual reminder is sent to suppliers reminding them of Goodyear's gifts and entertainment policies.
ETHICAL AWARENESS CAMPAIGN
Our Ethical Awareness Campaign covers topics from the Business Conduct Manual and is conducted quarterly in our retail locations throughout the United States, Canada, Africa and Australia. These locations receive posters, bulletins and discussion guides for managers to lead discussions on the various subjects.

COMPLIANCE AND ETHICS TRAINING
Goodyear continued its online Compliance & Ethics training in 2015 with salaried associates around the globe, introducing courses on financial integrity, conflicts of interest, and anti-bribery. Courses scheduled for 2016 include Speak Up!, competition law, and a Business Conduct Manual review.

Another training focus for the Compliance & Ethics Office was our anti-bribery policy training which was delivered to many employee groups around the world, with special emphasis on due diligence of third parties with whom we do business and government contracts. Goodyear has a comprehensive Anti-Bribery Policy, which is available online. In addition, in-person competition law, conflicts of interest, privacy and other subject matter training sessions were conducted across all strategic business units throughout 2015.

INTEGRITY HOTLINE
Associates are required to report any actual, suspected or potential misconduct to management or the corporation's Integrity Hotline. Available 24 hours a day, seven days a week from anywhere in the world via toll-free telephone or by a dedicated website, our ethics hotline allows associates to report a concern, including anonymously (where allowed by law). Every allegation is reviewed and, in cases where an allegation of misconduct is confirmed, appropriate disciplinary or remedial action is taken. In addition, Goodyear strictly prohibits retaliation against individuals for making a report in good faith.

EXECUTIVE OVERSIGHT
Goodyear’s Corporate Compliance & Ethics Department provides regular updates on ethics and compliance activities to the Board of Directors. The Board Committee on Corporate Responsibility and Compliance takes an active role in reviewing the activities and processes designed to uphold our commitment to ethical behavior. In addition, a Global Compliance and Ethics Committee, comprised of top company leaders from business and functional areas, meets several times a year. The purpose of the Committee is to oversee the effectiveness of the compliance and ethics program.

DIVERSITY AND INCLUSION
One important aspect of Goodyear's Diversity & Inclusion Strategy is to ensure our workforce is reflective of the communities and customers we serve.

Internally, our diverse and inclusive culture at Goodyear allows our associates to contribute at their best in an environment that's designed to be flexible and fair. Goodyear associates are encouraged to make courageous decisions and communicate openly and effectively with others.

Goodyear currently has four Employee Resource Groups (ERGs) that continue to build strong membership and make significant contributions. These include the Goodyear Veterans Association (GVA), Goodyear Women’s Network (GWN), Goodyear Black Network (GBN), Next Generation
Leaders (NextGen), and Helping Educate Regarding Orientation (HERO), our newest ERG that promotes diversity and inclusion for all Goodyear associates. ERGs benefit Goodyear associates by providing access to invaluable coaching, mentoring, professional development, training and seminars, as well as opportunities to significantly expand their professional network within Goodyear. In addition, ERGs benefit Goodyear by providing employee opportunities to support product, market and service outreach, as well as allowing human resource and management teams to identify diverse talent, improve succession depth and support overall talent recruitment and development.

In the United States, we are closely working with universities and student organizations to place emphasis on our entry-level recruiting. In addition, we attend Diversity Career fairs that improve our opportunity to recruit the finest diverse talent for Goodyear and have established key relationships with military-related organizations to further our commitment of hiring military veterans. In 2012, Goodyear made a commitment to hire 1,000 United States military veterans in the next three years, and we surpassed our goal more than a year early. In 2014, we pledged to hire an additional 1,000 veterans. Social media sites such as LinkedIn and Facebook continue to be an integral part of our recruiting strategy.

CAREER DEVELOPMENT
Our organization’s focus on developing associates keeps them engaged and motivated, which contributes to better business results for Goodyear. That means satisfied associates and satisfied customers. To inspire our associates to realize their full potential, Goodyear uses tools to create an environment where associates are inspired by their work, wellness and serving their communities. Our ongoing commitment to developing people is supported by processes that allow us to collaborate and communicate globally.

66,000
ASSOCIATES AROUND THE WORLD
Our Goodyear people leaders have a prominent role in shaping the talent culture and serving as role models for our associates. We encourage a culture where associates own their own development and managers provide opportunities, coach, and support their people throughout the development journey. Our leaders are held accountable for inspiring their teams, growing the business, and acting with integrity. They make and honor their commitments to associates, owning talent management.

TALENT MANAGEMENT CULTURE
Throughout the year, we revisit our talent strategy to ensure it is aligned with our short- and long-term business strategies. We identify internal and external hiring needs and plans for developing critical organizational capabilities – Market-Back Innovation, Sales and Marketing, and Operational Excellence. In addition, we proactively focus on identifying and developing successors to critical positions. When job openings occur, we seek to identify Goodyear associates who have the required competencies and experiences. Other times, we purposefully look outside to bring in new capabilities. To encourage performance and development, managers engage associates in discussions throughout the year about performance, potential opportunities for advancement, career interests, development, and rewards.
RAISING THE PERFORMANCE BAR
By investing in our performance and development process, we continue to raise the performance bar. A successful performance culture consists of creating a positive environment that fosters quality conversations and coaching. We help our associates understand the elements necessary to make that happen, encouraging learning and growth.

Our associates create targeted business objectives that are aligned with Goodyear’s strategic goals. This provides clear direction for our associates, promoting action and decision making, all while accurately assessing performance throughout the year. Our associates’ development objectives are focused on aspirations and opportunities. They complement business objectives and when development occurs, the business objectives are positively impacted. Our Global Talent Management System makes tracking of performance and development progress easily accessible, which drives improved collaboration and communication.

MATCHING CAREER ASPIRATIONS WITH OPEN ROLES
Our online Global Talent Management System enables associates in every region to document work history, education, skills, experiences, and career aspirations — creating an electronic portfolio that supports development conversations with managers. The tool allows managers to use the information to search for global talent, fill open roles, and complete succession plans, tapping into a diverse database of global talent.

CONTINUOUS LEARNING
In our culture of continuous learning and growing, we provide an environment where associate development is “employee-owned, manager-supported, and HR-enabled.” Goodyear provides relevant and challenging learning experiences for all levels, from individual contributors and frontline leaders to midlevel and senior leaders. Learning may start in the classroom or online, but it must continue with on-the-job application and practice. And learning from others is critical to success. Often the most effective learning takes place on the job, by stretching people with expanded responsibilities in their current roles or by putting them in new roles to develop key competencies and experiences.

We prioritize our group development efforts on the organizational capabilities needed to enable business success. Individual development is driven by feedback, interests, competencies, and career goals. Development enables success in current and future roles, which drives improved competencies, higher engagement, and accelerated performance.

EMPLOYER AWARDS
Goodyear continually strives to provide our talented associates with an environment where they feel energized. Our focus on inspiring our associates to realize their full potential at Goodyear has led to significant accomplishments. At the end of the day, it is our people who are responsible for our success. Below are some of the awards we have received in recognition of our people.

THE GOODYEAR TIRE & RUBBER COMPANY
Top 25 Large Companies in Northeast Ohio
The Plain Dealer powered by Workplace Dynamics

Fit-Friendly Company
American Heart Association
Gold Achievement

Healthy Worksite
Ohio Department of Health
Silver Award
2015

Pro Patria Award
Support of Guard, Reserves
2015

Top 100 Military Friendly® Employer
G.I. Jobs

Top Companies
Aon Hewitt
2014

Great Companies to Work For
Oklahoma Magazine
2011, 2013, 2014

"Above and Beyond" Award
Employer Support of the Guard and Reserve
2013

Optimas Award (Gold): Training
Workforce Magazine
2013

Patriot Award
Employer Support of the Guard and Reserve
2013

GOODYEAR DUNLOP
Top Employers Europe
Top Employers Institute

GOODYEAR DUNLOP BELGIUM
Top Employers Belgium
Top Employers Institute
GOODYEAR DUNLOP NETHERLANDS
Top Employers Netherlands
Top Employers Institute

GOODYEAR DUNLOP POLAND
Top Employers Poland
Top Employers Institute

GOODYEAR CHINA
Top Employers China
Top Employers Institute

GOODYEAR DUNLOP GERMANY
Top Employer Automotive
Top Employers Institute

GOODYEAR DUNLOP SPAIN
Top Employers Spain
Top Employers Institute

GOODYEAR DUNLOP TYRES UK
Top Employers United Kingdom
Top Employers Institute

GOODYEAR DUNLOP ITALY
Top Employers Italy
Top Employers Institute

GOODYEAR SOUTH AFRICA
Top Employers South Africa
Top Employers Institute
2015

GOODYEAR DUBAI
Top Employers United Arab Emirates
Top Employers Institute
2015

GOODYEAR LASTIKLERI T.A.S.
Top Employers Turkey
CORPORATE POLICIES TO SUPPORT A COLLABORATIVE AND ENGAGED WORKFORCE
Goodyear’s commitment to providing a safe, inclusive workplace is based on adherence to the following employment policies and guided by the standards for ethical behavior spelled out in our Business Conduct Manual.

EMPLOYMENT PRACTICES
Goodyear is committed to achieving and maintaining compliance with all applicable laws at all of our facilities. In the United States, for example, Goodyear regularly submits to compliance audits of our employment practices by the U.S. Department of Labor to help ensure that our practices, systems, and processes are aligned with applicable regulations.

ZERO TOLERANCE
Goodyear is committed to providing a work environment that is professional, respectful, and free from discrimination or harassment. Goodyear has zero tolerance for discrimination, harassment or bullying, and takes action on all reports. No incident is ignored. We extend our zero tolerance commitment beyond the workplace to settings where associates may find themselves in connection with their employment.

WORKPLACE VIOLENCE
Goodyear has long been committed to providing a safe work environment for its associates. Existing Goodyear policies, benefit programs, and work rules clearly support the Company’s commitment to a safe workplace, and Goodyear’s zero tolerance policy reaffirms Goodyear’s prohibition of any form of workplace violence.

In accordance with the Zero Tolerance policy, incidents of workplace violence are to be reported and all incidents are reviewed.
Goodyear provides associates with an internal website that includes valuable information on warning signs of violence and ways to prevent incidents, as well as what associates should do in certain situations. The website also includes contact numbers for the Corporate Security Department and the Integrity Hotline.

- Policy on Global Human Rights
- Environmental, Health & Safety Policy
- Transparency in Supply Chains Act 2010
COMMUNITY ENGAGEMENT

Goodyear has a long history of supporting its communities around the world. We strive to build and support collaborative programs that create positive outcomes for people, communities and the world around us. This mindset is reinforced through the company's ongoing commitment to caring for our communities.

SAFE
Goodyear promotes safe mobility to make communities stronger. This is accomplished by providing high-quality products and services, as well as by supporting programs to promote safe mobility where our associates live and work.

To accomplish these goals, we leverage the expertise of our associates where there are opportunities. Goodyear supports public education campaigns, road safety-focused community engagement programs and an array of other safety programs throughout the world.

SAFE MOBILITY PROJECT
In Akron, Ohio, The Goodyear Foundation collaborates with Akron Children’s Hospital on the Safe Mobility Project. The project focuses on expanding the hospital's safety programs focusing on child passenger seats, bike helmets, pedestrian safety and developing a new effort for teen drivers. In addition to the foundation’s financial support for the Safe Mobility Project, Goodyear associates will have the opportunity to participate in the program as community volunteers.

SAFE WAY TO SCHOOL
In Debica, Poland, Goodyear supports the Safe Way to School Campaign for future first graders. This program teaches children the principles of safe road behavior and raises awareness of the dangers they may face on their way to and from school. Students receive a reflective vest and triangles, as well as a coloring book that reinforces safe behaviors. Additionally, Goodyear provides financial support and medical equipment to secondary school students for first aid training.

RAINY SEASON AWARENESS
The Goodyear Rainy Season Awareness Campaign held in Guatemala, helps motorists prepare for safe rainy season driving. Goodyear associates provide motorists participating in the tire inspection campaign with support materials and driving tips for difficult weather conditions.

Goodyear promotes tire inspections before the rainy season in Guatemala.
RACE COLLABORATION
In Spain, Goodyear collaborates with the Royal Automotive Club of Spain (RACE) to provide an educational program for young people. This program provides information to prevent road risks and promote responsible road behavior for drivers, passengers and pedestrians.

SMART
Goodyear aims to inspire students and adults to reach their potential in school and prepare for careers. In particular, we focus on Science, Technology, Engineering and Math (STEM) competencies as the foundation for future problem-solvers, 21st century thinkers and leaders. Goodyear creates opportunities and increases access to STEM learning to enable students to pursue careers in STEM-related fields.

Goodyear understands that equipping today’s students with a solid STEM foundation will play an important part in preparing them for educational and career success. That’s why Goodyear’s 15-year commitment to supporting STEM education initiatives grows stronger every year. Goodyear’s support includes funding for STEM initiatives, mentoring programs involving Goodyear associates and the establishment of collaborations in an array of STEM areas.

STEM CAREER DAY
In Akron, Ohio, Goodyear hosts its annual STEM Career Day to encourage local middle and high school students to pursue academic studies and careers in STEM fields. 2015 marked the largest STEM Career Day in the company’s history, attracting 2,100 students, teachers and parents to this signature community event. More than 500 Goodyear associates volunteered their time to plan and supervise the event which included awarding nearly $40,000 in scholarships to deserving students.
Caption: Students take the necessary measurements for a paper airplane challenge during Goodyear’s Career Track hands-on activity.

Rachel Pritchard takes a photo on her cell phone of herself and classmates, Lauren Groen, Alyssa Thomas, and Miranda Walker of Green Middle School, Green, Ohio in Goodyear’s STEM Career Day selfie booth. Goodyear created a Snapchat GeoFilter and hashtag (#GYSTEMCAREERDAY) for this special day.

STUDENT ENVIRONMENTAL TRAINING
Goodyear Turkey associates provide field-based training for university students responsible for environmental issues in the future. These students are from engineering departments focused on the chemical, environmental, industrial and metallurgy/materials fields, and complete internships as part of the training.

HOPE SCHOOL PROJECT
In Pulandian, China, Goodyear supports and collaborates with the Goodyear Hope School. This project helps provide children with positive educational conditions. In addition to the company’s monetary support of the school, many Goodyear associates and their families have contributed further funding and volunteer services, such as English-language teaching.

SUSTAINABLE
At Goodyear, our ongoing commitment to safety, wellness, and environmental protection are key drivers for our sustainability efforts. We have a long history of following sustainability practices and working hard to be a responsible neighbor in every community in which we operate.
We focus on reducing waste and conserving energy and water, and our efforts to improve our global operations help keep our communities strong.

“PAY ATTENTION TO THE ENVIRONMENT” CAMPAIGN
What started as an idea in 2010 to share Goodyear’s best practices in waste management has grown into a collaboration with 60 institutions focused on reducing the carbon footprint of high schools in Slovenia. Working with Ministry of the Environment and Spatial Planning, the Ministry of Agriculture, Forestry and Food, local municipalities, waste management companies, NGOs, a health institute and more than 30 high schools, Goodyear associates engage more than 16,000 students in environmental protection each year.

SUSTAINABILITY AWARD FOR WATER CONSERVATION
During the annual awards ceremony to recognize the most important investments in Brazil, Goodyear was honored for its project to conserve water at its Americana plant in Sao Paulo.

ENVIRONMENTAL GOOD GOVERNANCE AWARD
Goodyear Thailand received the Environmental Good Governance Award from Thailand’s Ministry of Industry in recognition of the company’s efforts in preserving and protecting the environment.

SAFETY AND ENVIRONMENTAL DRAWING CONTEST
Goodyear’s two plants in Turkey—Adapazari and Izmit—held their annual drawing contest for children. With the goal of spreading awareness about safety and environmental protection, the drawings of the contest winners are featured in the factories’ 2015 calendars.

ASSOCIATE VOLUNTEERISM
Goodyear is active in communities where the company has a presence, responding to issues and needs and continually reinforcing our shared commitment to care for our communities. Through collaboration with community organizations, our associates help to make their neighborhoods better places to live and work.

UNITED WAY
In Akron, Ohio, the company and its associates continue a tradition of supporting the United Way of Summit County and serving as the region’s top corporate donor, providing more than $1.7 million in
In addition to financial support, associates also volunteer their time supporting local communities through various United Way Days of Action.

**GOODYEAR HALF MARATHON AND 10K**
In Akron, Ohio, Goodyear Global Headquarters hosts three thousand runners at the Goodyear Half Marathon and 10k, which serves as one of three races in the Akron Children's Hospital Akron Marathon Race Series. More than 400 associates run in or volunteer at the race. This is a common initiative across regions as more than 150 Goodyear associates also participate in the Luxembourg City Night Marathon in Luxembourg.

![Image of runners](image1.png)

**HAND IN HAND PROGRAM**
In Slovenia, Goodyear associates coordinate the Hand in Hand Program utilizing social media to engage with local schools. The goal of this program is to emphasize safety initiatives with children and raise the awareness of the issue with media.

![Image of Goodyear associates](image2.png)

**ROAD & TIRE SAFETY CAMPAIGN**
Goodyear Indonesia associates created a safe driving campaign focused on road and tire safety. The campaign, activated in 12 cities, resulted in the evaluation of 25,000 tires and provided car owners with tire reports and safety information.

![Image of Goodyear tires](image3.png)

**THE GOODYEAR FOUNDATION**
The Goodyear Foundation is a charitable private foundation acting as the philanthropic arm of The Goodyear Tire & Rubber Company. Goodyear provides funding to the Foundation which, in turn, conducts an independent grant and funding process to identify and select optimal grantees and fund recipients. Its purpose is to support significant community programs and collaborations aligned with the company’s and foundation’s global corporate social responsibility (CSR) strategy of safe, smart and sustainable.
The Goodyear Foundation does not accept unsolicited requests. Its initial focus is to support major community programs aligned with the company’s priority areas and serve Akron, Ohio and its surrounding communities.
PRODUCT INNOVATION SECTION

Innovation excellence drives our technological advances and enables us to create products and services that are valued and sought out by consumers and customers. Our solutions respond to the needs of an increasingly complex market and help to set us apart from the competition.

OUR LATEST INNOVATIONS

669 NEW WORLDWIDE PATENTS RECEIVED.

When Frank Seiberling founded Goodyear in 1898, there were 13 associates and a product line of bicycle and carriage tires, horseshoe pads and poker chips. Automobile tires were added in 1900, but the industry standards at the time were little more than oversized bicycle tires. Unsatisfied with the performance, company leaders decided to design a better tire, thus creating the enduring Goodyear legacy of continuous improvement and innovation.

Today, 118 years after our founding, Goodyear's success continues to be driven by innovation. Our associates around the world develop processes designed to create innovative products that customers want and need. Our two Innovation Centers – in Akron, Ohio, and Colmar-Berg, Luxembourg – and two development centers in Hanau, Germany and Hebron, Ohio are where teams from technology, marketing, sales and manufacturing meet to deliver market-back innovation to the world.

Some of our recent innovations include:

GOODYEAR'S AIR MAINTENANCE TECHNOLOGY (AMT)

Tires with AMT, a self-inflating tire system, can remain inflated at the optimum pressure without the need for any external pumps, electronics or driver intervention. Proper tire pressure plays an important role in improved fuel efficiency, reduced emissions and extended tire life, as well as to keep the vehicle's handling performance at optimal levels.

RICE HUSK ASH SILICA

In late 2014, Goodyear announced that it will utilize ash left over from the burning of rice husks to produce electricity as an environmentally friendly source of silica for use in its tires. Testing of the silica derived from rice husk ash has been ongoing for the past two years and results have shown that its impact on tire performance is equal to traditional silica. The use of rice husk ash silica in tires provides Goodyear with an alternative source of silica while helping to reduce the amount of rice husk waste being landfilled, showcasing the company’s commitment to innovation and the environment.

SOYBEAN OIL

After tests at Goodyear’s two Innovation Centers, researchers have found that using soybean oil in tires can help reduce the use of petroleum-based oil during manufacturing. In addition, it was discovered that rubber compounds made with soybean oil can blend more easily with the silica used in building tires. This can improve plant efficiency and reduce energy consumption and greenhouse gas emissions.

ELECTRIC VEHICLE TIRE TECHNOLOGY
Developed for CityHush, a European Union-sponsored project to reduce noise in cities, Goodyear's innovative electric vehicle concept tire features technology that can contribute to quieter inner cities while fulfilling the requirements of future electric vehicles.

MULTI-PIECE CUSHION
Goodyear's new Multi-Piece Cushion – the only product of its kind in the industry – is a major retread technology breakthrough. The cushion contains three distinct layers, including one that serves as a barrier that extends the product's shelf life – a major advantage for retreaders.

INTERLACED STRIP TECHNOLOGY
This new technology features an innovative belt reinforcement in the crown area of the tire, which will allow the tire to carry up to 10% more load.

RADIO-FREQUENCY IDENTIFICATION (RFID) TECHNOLOGY
The key element of RFID technology is a tiny, one-centimeter chip built into the tire on the assembly line. Goodyear's first commercial use of the microchip was in the new Goodyear Regional RHT II RFID 435/50R19.5 trailer tire, which uniquely interfaces with FleetOnlineSolutions, Goodyear's internet-based tire management program. Instead of manually identifying a tire by its sidewall markings, the use of RFID technology allows each tire to be quickly identified by a scanner with that information accurately and electronically recorded. This offers fleet owners time savings as one of the main benefits.

BIOISOPRENE™
Goodyear and DuPont Industrial Biosciences have worked together to develop BioIsoprene, a revolutionary bio-based alternative for petroleum-derived isoprene. BioIsoprene can be used for the production of synthetic rubber – which in turn is an alternative for natural rubber – and other elastomers. The development could reduce the tire industry's dependence on oil-derived products.

AWARDS FOR INNOVATION
Goodyear has received many awards for our innovations. Here is a sampling of recent awards:
Goodyear was named a Thomson Reuters Top 100 Global Innovator company, recognizing our achievements as one of the world's most innovative companies in 2011, 2012 and 2013.

Goodyear's Air Maintenance Technology (AMT) has received several awards, including:
- One of the "Best Innovations of the Year" by Time
- The "ten most promising future technologies" from Car & Driver
- The 2012 Breakthrough Award from Popular Mechanics
- The 2013 Green Innovation Award by the Luxembourg Green Business Summit
- One of the “Best 100 Ideas of the Year” in the motor category by Actualidad Economic (Spain)
- "Best Technology of the Year" by Auto Sport (China)

Goodyear's use of Rice Husk Ash Silica has received various awards, including:
- One of the “100 Best Ideas of the Year” from Actualidad Económica (Spain)
- The 2015 Environmental Award presented by FEDIL, the Luxembourg Business Federation, in the category “resource efficiency”
- The 2014 “Creativity in Implementing Sustainable Practices” Award from the Suppliers Partnership for the Environment
Goodyear’s Multi-Piece Cushion technology was named “Tire Manufacturing Innovation of the Year” from Tire Technology International.

The Goodyear Interlaced Strip Technology for truck tires received the Innovation Award from the Luxembourg Business Federation (FEDIL).

NEW PRODUCTS AND AWARDS

44
NEW CONSUMER AND COMMERCIAL TRUCK TIRE PRODUCTS LAUNCHED ACROSS THE GLOBE.
Our new products illustrate the advantage Goodyear brings to the industry by innovating, designing, manufacturing and marketing technically advanced tires.

21
SMART-WAY®-VERIFIED PRODUCTS ON THE ROADS.
A total of 21 Goodyear truck tire products that increase fuel efficiency and provide low rolling resistance have received SmartWay verification from the U.S. Environmental Protection Agency (EPA). The EPA established low rolling resistance requirements for retreaded truck tires in 2012, and verified tires must help reduce truck fuel consumption by at least 3%.

DESIGNING INNOVATIVE PRODUCTS
Goodyear’s award-winning products are created at our two Innovation Centers – in Akron, Ohio, and Colmar-Berg, Luxembourg – and two development centers in Hanau, Germany and Hebron, Ohio, which form the core of our industry-leading new product engine. Goodyear scientists and engineers work with research and marketing analysts to identify market trends then use new technologies for our next generation of products. The design process depends on a cross-functional effort including research and development, quality control, engineering, manufacturing and supply chain associates working in tandem with our sustainability and marketing groups to bring new products to market for our customers. The process also depends on the extensive testing performed at our labs and proving grounds.

Each year, Goodyear introduces innovative products that answer customer and consumer demands, covering the entire range of commercial and personal vehicles. Our new products illustrate the advantage Goodyear brings to the industry by innovating, designing, manufacturing and marketing technically advanced tires.

NEW PRODUCT HIGHLIGHTS
Two wide-base retreads, the G392A SSD UniCircle and G394A SST UniCircle, were added to Goodyear’s lineup of SmartWay®-verified truck tires. These retread products offer many of the same benefits as their new tire counterparts, including lower rolling resistance, which helps fleets lower their fuel costs.
Another SmartWay-compliant tire is the Fuel Max RSA, a commercial truck tire that provides excellent fuel economy for regional/long haul driving, enhanced toughness for driving in urban environments, plus long miles to removal and a high level of traction.

Goodyear launched the Goodyear Fuel Max LHD G505D, its most fuel-efficient long haul drive tire in the US or Canada. Goodyear’s exclusive Fuel Max Technology incorporates innovative fuel-efficient compounds, tire constructions and tread designs to lower the rolling resistance of tires, which helps reduce truck fuel consumption.

Goodyear introduced the Assurance All-Season, which offers confident all-season traction, long-lasting treadwear and great value. This all-season tire joins the popular Assurance ComforTred® Touring, Assurance TripleTred™ All-Season and Assurance Fuel Max® in Goodyear’s complete lineup of offerings for automobiles, mini-vans and crossover vehicles in the US and Canada.

Goodyear’s latest winter innovation, the UltraGrip 9, was launched across Europe. The tire offers outstanding performance in the toughest winter conditions, including excellent braking distance in snow, and features hydrodynamic grooves to actively help wet performance.

PRODUCT AWARDS
The real test of a product is how well it performs, and Goodyear products earned praise from the automotive media, independent testing organizations and the driving public. Here is a sampling of recent global recognition.

GOODYEAR FUELMAX
In Germany, internationally renowned automotive testing company TÜV SÜD Automotive GmbH compared the rolling resistance of Goodyear truck tires to similar ones from competitors. Goodyear FUELMAX tires clearly outperformed the competitors in all tests. The Goodyear Fuel Max RSA has won Heavy Duty Trucking magazine’s Top 20 Products Award.

GOODYEAR ULTRAGRIP ICE ARCTIC
Goodyear UltraGrip Ice Arctic showed best grip on ice among 11 SUV tires according to a winter tire test conducted by Ze Rulem, a Russian automotive magazine. The magazine also remarked on the tire’s “outstanding” traction in deep snow.

GOODYEAR ULTRAGRIP 9
Goodyear’s UltraGrip 9 achieved excellent results in five independent European tire tests. The magazine conducting the tests included Germany’s Auto Motor und Sport, Auto Zeitung, ACE, and Auto Straßenverkehr, as well as Sweden’s Teknikens Värld.

MARATHON LHT II
In Germany, internationally renowned automotive testing company TÜV SÜD Automotive GmbH compared the rolling resistance of Goodyear truck tires to similar ones from competitors. Goodyear Marathon LHT II tires clearly outperformed the competitors in all tests.

GOODYEAR EXCELLENCE RUNONFLAT
Goodyear Excellence RunOnFlat was honored as the “Editor’s Choice” in the passenger car tire category by *Auto Magazine* in China. This is the sixth time that a Goodyear tire has received this award.

**PRODUCT INTEGRITY**

**QUALITY**

Goodyear considers audits to be highly beneficial tools. We use them throughout our operations to ensure we are living up to our Global Purpose, which includes our commitment to “delivering the highest-quality tires, related products and services for our customers and consumers.”

Our facilities are audited by a third party to international quality standards, while our internal functional experts conduct our own quality audits. Our facilities are audited throughout the supply chain to ensure all the elements of the quality system are well understood and being executed correctly.

Goodyear’s Quality Policy sets an uncompromised standard of quality throughout the supply chain by defining six steps for achieving business excellence:

- Listening to customers and helping to meet their needs
- Designing and producing superior products that provide value
- Managing processes for consistent quality performance
- Providing excellent service
- Encouraging and expecting the creative involvement of every associate in continuous improvement activities
- Auditing quality-system performance

![Graph](image)

*Tire warranty costs as a percent of sales has been reduced significantly over the last 10 years.*

**TIRE LABELING**

Government-required consumer information labeling programs for tires are being developed around the world, including in Europe, the United States, Japan, Korea, Brazil, as well as by the Saudi Arabian Standard Organization (SASO) and the Gulf Cooperation Council Standardization Organization (GSO). The purpose of these programs is to inform the tire-buying public of the impact the tires they are
selecting will have on vehicle fuel efficiency and wet-surface braking, as well as the tire's noise level for tires sold in Europe and tread life in the United States. Armed with this information, consumers can select the tires that match their vehicle and provide certain environmental benefits. Goodyear believes these new government-sponsored labeling programs are another indicator consumers can consider, along with magazine testing and product marketing materials, when comparing our products. And, as a result, we believe these comparisons will showcase the technological innovations in our award-winning products, such as the Assurance Fuel Max in the United States and the EfficientGrip in Europe.

Goodyear continues to confirm our commitment to global tire labeling by launching new AA tire sizes, which indicates the tires deliver an "A" in both fuel efficiency and in wet grip according to European tire label regulations. Goodyear was the first tire manufacturer to introduce concept AA tires in May 2012.

ROLLING RESISTANCE
Tire rolling resistance is the force required to roll a tire forward when it is carrying the load of a vehicle and is the best way to determine a tire's impact on vehicle fuel economy. Developing low-rolling-resistance tires that meet vehicle manufacturers' demanding requirements has been a challenge facing tire manufacturers for many years. With the introduction of consumer information labeling programs and stricter fuel-economy standards for vehicle manufacturers, this challenge is intensifying. In response, Goodyear has developed state-of-the-art technology in rubber compounding, tire construction and manufacturing to meet the increasing demand for low-rolling-resistance tires. For example, Goodyear Assurance Fuel Max features a fuel-saving tread compound that provides low rolling resistance and reduces energy to help save up to 2,600 mi./4,000 km* worth of gas over the life of four tires (based on internal testing).

*2,600 miles/4,000 kilometers based on a 4% fuel economy improvement, on 65,000 mile/105,000 kilometer Tread Life Limited Warranty, as compared to the standard Goodyear Assurance® tire tested on P195/65R15 size - 2008 Honda Civic. Actual results may vary based on when tires are replaced, driving and road conditions, and proper tire care maintenance.

LIFE CYCLE ASSESSMENT
Sharing the planet responsibly with customers, employees, shareholders, communities, and suppliers is the impetus behind key sustainability objectives at Goodyear. Our sustainability activities mirror this commitment and prompted the application of Life Cycle Assessment (LCA) to evaluate the environmental performance of our products. 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 ISO frameworks that provide a
full picture of product impacts as well as opportunities for improvement that can be used in product development.

In 2014, Goodyear conducted a LCA of a passenger tire that was critically reviewed and certified by a third party to ensure conformance with ISO 14040 and ISO 14044. The LCA showed that the product use phase was most important and contributed to ~94% of the total greenhouse gas (GHG) emissions. It also confirmed results from other industry LCAs that low rolling resistance tires demonstrate an opportunity to reduce GHG emissions through the life cycle of our products. In this study, a low rolling resistance tire could reduce fuel consumption by 0.47L/100km. Goodyear will use this LCA to support our continued efforts to improve our products and manage our impacts and to enable us to better serve our customers.
ABOUT OUR REPORTING

About our Reporting
The Goodyear Tire & Rubber Company, headquartered in Akron, Ohio, is one of the world's leading tire companies, with operations in most regions of the world and one of the most recognized brand names in the world. Together with its U.S. and international subsidiaries, Goodyear develops, manufactures, markets and distributes tires for most applications. It also manufactures and markets rubber-related chemicals for various applications.

Goodyear is one of the world's largest operators of commercial truck service and tire retreading centers. In addition, it operates approximately 1,100 tire and auto service center outlets where it offers its products for retail sale and provides automotive repair and other services. Goodyear manufactures its products in 49 facilities in 22 countries and has marketing operations in almost every country around the world.

Across our brands, which includes Goodyear, Dunlop, Fulda, Sava, Kelly and Debica, we offer a wide range of performance characteristics, from innovative technology and performance handling to all-weather reliability and affordable quality.

Goodyear is a publicly traded company with shares of our common stock listed on the NASDAQ Global Select Market (symbol GT). The company's financial information is available on the Investor Relations webpage, including our most recent quarterly and annual earnings reports.

Goodyear's 2015 Corporate Responsibility Report covers the calendar year and includes information for all global Goodyear operations, including subsidiaries where the company has a controlling ownership. Goodyear has been publishing corporate responsibility reports on an annual basis since 1996. Operational data are reported on owned as well as leased facilities. All data reported have been collected from Goodyear operations based on standard reporting definitions and requirements. Goodyear's Internal Audit department performed a review of the processes in place to consolidate data presented in this report; however, individual plant data were not reviewed. Water, 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. In 2015, Goodyear's Global Sustainability department completed an internal validation of all energy and water data at each manufacturing facility.

As a result of ongoing internal reviews and audits, some definition adjustments were found in our Americas and Europe, Middle East and Africa regions’ recordkeeping that impacted our safety incident data. The data were adjusted and process improvements implemented to verify the accuracy of all our operational data.

Goodyear has developed internal recordkeeping requirements that build upon OSHA (Occupational Safety & Health Administration) lagging indicator requirements and internal definitions for leading indicators.

Classifying individual facilities as Highly Protected Risk (HPR) facilities is based on a rating developed by FM Global, Goodyear's risk insurer, for evaluating fire risk potential at each individual site.

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This report has used the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines as its reference.

**Materiality Analysis**

Goodyear conducted our first materiality analysis in 2014 to identify our most important sustainability issues, as well as those requiring greater focus. The analysis was a global evaluation conducted by a third-party consultant with expertise in environmental and social issues using feedback from more than 350 internal and external stakeholders. The stakeholders involved in the materiality analysis included suppliers, customers, employees, and trade associations.

The materiality analysis identified 23 industry issues while interviews with senior leadership identified an additional two issues. A thorough assessment narrowed the group of 25 issues to our top five material issues with the highest level of importance to both our stakeholders and the business—product quality, safety and performance; new vehicle standards; occupational health and safety; tire labeling; and product innovation—and these are all areas in which Goodyear is extensively involved. The remaining 20 issues are areas in which we are currently engaged or closely monitoring. The results of our current materiality assessment have been plotted on a materiality matrix that demonstrates the importance to our stakeholders and our business. Goodyear’s Strategy Roadmap is aligned with these important areas of focus.

We will continue to use the existing materiality assessment to broaden our involvement in material issues and help drive our sustainability efforts, and it will be updated in the future to advance our stakeholder engagement.