2016
GRI Index
and
Corporate Responsibility
Full Text
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<tr>
<th>Disclosure Number</th>
<th>GRI Standard Title</th>
<th>Summary</th>
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<td>Goodyear is also a member of regional trade organizations, such as the European Tire and Rubber Manufacturers’ Association (ETRMA) in the European Union and the Rubber Manufacturers Association (RMA) in the US.</td>
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<td><strong>2016 CDP Climate Change Report</strong>, 5.1a, b, c and 6.1a, b, c</td>
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<td>Reclaimed products and their packaging materials</td>
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<td>Energy consumption within the organization</td>
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<td>Goodyear reports on Scope 3 Emissions, not Scope 3 energy consumption.</td>
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<td>Goodyear does not report on the absolute change in energy consumption.</td>
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<td>Water</td>
<td>Water sources significantly affected by withdrawal of water</td>
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<td>Goodyear has not identified any individual water sources significantly affected by water withdrawal from its operations.</td>
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<td>303-3</td>
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<td>Water recycled and reused</td>
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<td>2016 CDP Water Report, W1.2a, b, c</td>
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<td>304-1</td>
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<td>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</td>
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<td>Significant impacts of activities, products, and services on biodiversity</td>
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<td>IUCN Red List species and national conservation list species with habitats in areas affected by operations</td>
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<td>2016 CR Report, Greenhouse Gases pg 20; 2016 CDP Climate Change Report, CC7.1-4, CC8.2</td>
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<td>305-2</td>
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<td>Energy indirect (Scope 2) GHG emissions</td>
<td>2016 CR Report, Greenhouse Gases pg 20; 2016 CDP Climate Change Report, CC7.1-4, CC8.2</td>
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<td>2016 CDP Climate Change Report, CC14</td>
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<td>Reduction of GHG emissions</td>
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<td>305-6</td>
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<td>Emissions of ozone-depleting substances (ODS)</td>
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<td>Emissions</td>
<td>Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions</td>
<td>Goodyear monitors air emissions at all manufacturing facilities and complies with local laws. Goodyear does not consolidate this information at the global level.</td>
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<td>Water discharge by quality and destination</td>
<td>2016 CDP Water Report, W1.2b</td>
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<td>Effluents and Waste</td>
<td>Waste by type and disposal method</td>
<td><a href="#">Zero Waste to Landfill pg 15</a></td>
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- **✓** Fully Reported
- **○** Partially Reported
- **○** Not Reported
- **⊙** Not Material

Goodyear has not identified any water bodies affected by water discharges and/or runoff.
| 403-1 | Occupational Health and Safety | Workers representation in formal joint management–worker health and safety committees | 2016 CR Report, People and Environmental Care pg 6 |
| 403-2 | Occupational Health and Safety | Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | 2016 CR Report, People and Environmental Care pg 6 |
| 403-3 | Occupational Health and Safety | Workers with high incidence or high risk of diseases related to their occupation | 2016 CR Report, Focusing on the Issues pg 11 |
| 403-4 | Occupational Health and Safety | Health and safety topics covered in formal agreements with trade unions | 2016 CR Report, People and Environmental Care pg 6 |
| 404-1 | Training and Education | Average hours of training per year per employee | 2016 CR Report, Our People pg 24 |
| 404-2 | Training and Education | Programs for upgrading employee skills and transition assistance programs | 2016 CR Report, Our People pg 24 |
| 404-3 | Training and Education | Percentage of employees receiving regular performance and career development reviews | 2016 CR Report, Our People pg 24 |
| 405-1 | Diversity and Equal Opportunity | Diversity of governance bodies and employees | 2016 CR Report, Our People & Diversity pg 24, 25; 2016 Annual Report, pg 118 |
| 405-2 | Diversity and Equal Opportunity | Ratio of basic salary and remuneration of women to men | |
| 406-1 | Non-discrimination | Incidents of discrimination and corrective actions taken |  
| 407-1 | Freedom of Association and Collective Bargaining | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk |  
| 408-1 | Child Labor | Operations and suppliers at significant risk for incidents of child labor |  
| 409-1 | Forced or Compulsory Labor | Operations and suppliers at significant risk for incidents of forced or compulsory labor |  
| 410-1 | Security Practices | Security personnel trained in human rights policies or procedures |  
| 411-1 | Rights of Indigenous Peoples | Incidents of violations involving rights of indigenous peoples |  
| 412-1 | Human Rights Assessment | Operations that have been subject to human rights reviews or impact assessments |  
| 412-2 | Human Rights Assessment | Employee training on human rights policies or procedures |  
| 412-3 | Human Rights Assessment | Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening |  

- **Fully Reported**
- **Partially Reported**
- **Not Reported**
- **Not Material**

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**2016 CR Report, Corporate Policies to Support a Collaborative and Engaged Workforce pg 31**

**2016 CR Report, Policy on Global Human Rights pg 31**

**2016 CR Report, Policy on Global Human Rights pg 31**
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<th>2016 CR Report, Community Support pg 2</th>
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<td>416-1</td>
<td>Customer Health and Safety</td>
<td>Assessment of the health and safety impacts of product and service categories</td>
<td>○</td>
<td>2016 CR Report, Product Stewardship pg 16</td>
</tr>
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<td>416-2</td>
<td>Customer Health and Safety</td>
<td>Incidents of non-compliance concerning the health and safety impacts of products and services</td>
<td>○</td>
<td>2016 CR Report, Product Integrity – Quality &amp; Product Compliance pg 37, 38</td>
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<tr>
<td>417-1</td>
<td>Marketing and Labeling</td>
<td>Requirements for product and service information and labeling</td>
<td>○</td>
<td>2016 CR Report, Product Integrity pg 37</td>
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<td>417-2</td>
<td>Marketing and Labeling</td>
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<td>417-3</td>
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<td>418-1</td>
<td>Customer Privacy</td>
<td>Substantiated complaints concerning breaches of customer privacy and losses of customer data</td>
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<td>419-1</td>
<td>Socioeconomic Compliance</td>
<td>Non-compliance with laws and regulations in the social and economic area</td>
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<td>419-1</td>
<td>Socioeconomic Compliance</td>
<td>Non-compliance with laws and regulations in the social and economic area</td>
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CORPORATE RESPONSIBILITY
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.

SUSTAINABILITY DIRECTOR MESSAGE
At Goodyear, we have several sustainability focus areas. First, we focus on the high quality and performance of our products—the tires that we sell every day. Our innovations continue to drive environmentally-friendly opportunities throughout the supply chain. For example, we’re working on tire designs that enhance rolling resistance—in other words, less friction—on the road, which helps vehicles to operate with less fuel per mile. Lower rolling resistance tires can result in energy and emissions savings over time.

We continue to conduct lifecycle analyses to see where potential environmental impacts may occur. We’re examining how to reduce emissions from the sourcing of raw materials and how to use less energy and water during the manufacturing process. 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.

Second, we’re continuing our focus on the health and safety of Goodyear associates. We continue to build a strong culture of health, safety and wellness and we strive to find innovative ways to make it easier to be healthy, which helps maximize the well-being of our associates.

Third, as far as our environmental goals, I’m pleased to report that we’re making good progress on the 2020 goals we set last year for energy and water use and GHG emissions. After meeting or exceeding our previous five-year goals, we believe we’re on a steady trajectory to achieving our new goals.

Finally, a recent materiality analysis uncovered 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 to create quality products that consume less fossil fuels, reduce energy use, and protect 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.

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.

INDUSTRY SUSTAINABILITY EFFORTS

WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD)
Goodyear is a leader in the Tire Industry Project (TIP) 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 Cooperation 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.

For more information about TIP, read TIP's 10-Year Progress Report.

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.

SUSTAINABLE NATURAL RUBBER

The natural rubber value chain is complex with risks of human rights issues and deforestation in Southeast Asia and other regions of the world where natural rubber is produced. The sustainability of natural rubber is a global issue that Goodyear believes must be managed collaboratively by the natural rubber industry, which is composed of industry leaders from across the natural rubber value chain, including governments in natural rubber producing countries, producers, processors, and traders, as well as tire and general rubber goods manufacturers. For these reasons, Goodyear has continuously supported the Sustainable Natural Rubber Initiative (SNR-i). The SNR-i was launched in 2013 by the International Rubber Study Group (ISRG) with the goal of creating sustainable natural rubber procurement. The SNR-i working group was formed by tire trade associations, individual tire companies (including Goodyear), natural rubber traders, and some of the natural rubber producing countries. Goodyear self-declared to the SNR-i pilot phase in January 2016, and continues to believe this approach offers the highest potential for improving the sustainability of natural rubber. Therefore, Goodyear remains committed to working collaboratively with the SNR-i working group to further develop the efforts made to date.

Additionally, in May 2017, Goodyear joined global vehicle manufacturer, General Motors (GM), as it announced its global commitment to sourcing tires using sustainable natural rubber. We believe this will also have a positive impact on the natural rubber industry’s efforts to promote sustainable natural rubber, including how natural rubber is produced and procured globally.

Moreover, Goodyear has been working for years to improve sustainability in our materials, manufacturing processes, and products through their life cycle. We are committed to compliance with applicable laws and regulations, and work to maintain high standards of ethical behavior. This includes a dedication to compliance with ethical labor regulations, responsible environmental practices, and responsible sourcing. To uphold these commitments, Goodyear has enacted numerous initiatives, including Goodyear’s Global Human Rights Policy, Supplier Code of Conduct certification program, supplier risk assessments, and supplier screening on social and environmental impacts. Goodyear has
been working to require its raw material suppliers to agree to its Supplier Code of Conduct, or to
demonstrate a commitment through suppliers’ codes of conduct that Goodyear may review and accept.

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.

GLOBAL BUSINESS CONTINUITY PROCESS
Business Continuity teams continually identify and evaluate risks, with teams focusing their efforts on
preparedness, response and recovery from incidents impacting our associates, their families and our
businesses. The process shows consistency in maintaining business value and helping the Company
meet the needs of its customers. Priorities focus on supporting 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 negative impact from major incidents throughout the year.
For more than ten years, Goodyear’s Global Business Continuity teams follow applicable Business
Continuity standards and guidelines. This helps the company perform as a resilient organization with
the ability to track its level of excellence.

The teams collaborate with international standards-making and non-profit organizations that promote
resilience through leadership, education and accreditation. This helps ensure the teams have the
appropriate capabilities in place to respond to disruption and that top-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 business unit dedicated to business continuity at major facilities when needed.

Business Continuity teams’ participation is monitored on a monthly basis using a scorecard to keep
track of timely execution of the following activities:

- Two-way communication with all major facilities on activities, best practices and incidents
  managed;
- Quarterly team meetings with participation from facility and regional support personnel;
- Completion of an annual company-wide internal benchmarking assessment (maturity model) per
targets and goals known as Business Continuity Excellence;
- Completion of risk assessments, critical process identification, and plan development;
- Training, awareness and testing of plans;
- Active engagement and reviews with regional cross-functional teams and leadership; and
- Participation in activities with external teams as appropriate.
HEALTH, SAFETY & WELLNESS
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.

Our culture of health and safety is based on a global health strategy that focuses on four components: physical, emotional, financial, and social. These incorporate health benefits; wellness programs; environmental, health, safety and sustainability (EHS&S) programs; and emergency preparedness, which together create a solid foundation; further supported by our global safety initiative, No One Gets Hurt, at work and at home.

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.

Our health and wellness programs include:

- 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, Wscore (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 120 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, such as for participation in biometric testing.

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.

Safety is a value in every facility and for all Goodyear associates, which means we all take personal responsibility for our safety and the safety of others around us. Company leadership supports this value by continuing to strengthen our culture.
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

28%
REDUCTION IN TOTAL INJURY RATE SINCE 2011.
Goodyear’s regional businesses continue to drive performance to world-class safety levels.

We have a simple and straightforward 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.

We calculate Total Incident Rate (TIR), which examines the number of injuries per man-hours worked. The types of injuries included in TIR include 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.

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 95%. 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.

Another way to involve families in our safety process is to engage children. For example, 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!"

HEALTH AND SAFETY COMMITTEES
Within our manufacturing organization, 100% of our associates are represented by formal health and safety committees at their facility. These committees, which play an important role in providing safe workplaces for our associates, provide a forum for hourly/union associates and plant management to work together to address health and safety issues. Often led by the hourly/union members, the committees have a wide-ranging list of responsibilities, such as reviewing the plant’s safety and environmental performance, identifying risks, recommending or designing corrective actions, and working with management to implement solutions. The committees also drive specific programs and activities to educate, train, and engage fellow associates.

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 AMERICAS REGION:
To identify and reduce the risk of falls from height at our plants, associates 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.

FROM OUR AMERICAS REGION:
PREMAC (Prevention by means of self-awareness) is the main pillar of the program, "Cultura de Seguridad Total" (Total Safety Culture) at our plants in South America, 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.
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 AMERICAS REGION
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

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, 68 entries were received and scored by region in 2016. The overall highest scoring entry came from Goodyear’s Aurangabad, India, plant, which received the 2016 Chairman’s Award for the team’s mechanical press platen project. By motorizing the adjusting process of the plant, all push/pull forces associated with its manual operation were eliminated.

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, we evaluate safety risks and provide safety devices from basic physical guards to presence-sensing devices. 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 front restricts access while the machine is in operation. Neither of these guards restrict visibility.

EHS&S 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 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). Goodyear’s chemical plants in Beaumont, Texas, Bayport, Texas and Niagara Falls, New York are approved VPP Star sites, which is recognition of 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.

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.

We continue to work diligently to identify and correct any non-conformances to drive safety and environmental performance.
ENIRONMENTAL STEWARDSHIP
Sharing the planet responsibly with customers, employees, shareholders, communities and suppliers is the impetus behind key sustainability objectives and activities at Goodyear.

CARING FOR THE ENVIRONMENT

INTRODUCTION
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.

RELEASES TO THE ENVIRONMENT

82% REDUCTION IN RELEASES TO THE ENVIRONMENT SINCE 2010.
In 2016, there were three reportable releases to the environment in our manufacturing operations. Two were quickly controlled with minimal or no impact to the environment. The other was the release of a small quantity of diluted, biodegradable oil from our tire plant in Luxembourg. Immediate action was taken to stop the release, and Goodyear worked with local environmental authorities to ensure there was no impact on the environment. 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.
Goodyear created the Zero Waste to Landfill program 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

41%
SOLVENT REDUCTION SINCE 2010.
Goodyear continues to be an industry leader in efforts to reduce solvents in our manufacturing facilities. Our use rate in 2016 was 0.66, a further reduction from 2015. 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 41% 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

When Goodyear’s Pulandian plant became operational in 2011, the team set a goal of significantly reducing its energy use. In recent years, key actions were implemented, such as conducting an energy assessment, utilizing waste heat from steam condensate return, and installing a full energy metering system and centrifugal compressor. The result was the lowest-ever energy use, an impressive 80% reduction in BTU/Lb for the plant.
As the tire manufacturing process is an energy-intensive process, it is critical Goodyear has 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 include purchased electricity, purchased steam, natural gas, fuel oil, propane, diesel, gasoline, waste fuel, pet coke, and coal.

In 2015, Goodyear set a new five-year goal that will contribute to a global energy use reduction of 25% from our 2010 baseline. While our 2016 performance fell slightly short of our annual improvement goal, we are confident that the energy plans currently being implemented at our manufacturing facilities will enable us to achieve our long-term goals by 2020.

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 apply zero loss thinking to prioritize cost savings opportunities at all our manufacturing plants. This workstream, which targets cost reductions and increases in efficiency, has been implemented and supported with scorecards and metrics to continuously monitor the progress to ensure long-term success. Each plant recalculates their energy zero losses biannually to help prioritize the most important loss categories.

After a year, the workstream has generated more than 500 energy initiatives, all of which were added to our global project database so plants can share and replicate best practices.

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. Nine Goodyear plants—six in Germany, two in Turkey, and one in Poland—have received the ISO 50001 certification.

WATER

21%
WATER USE REDUCTION SINCE 2010, OUR BASELINE YEAR.
While the majority of Goodyear's manufacturing facilities are in areas unaffected by significant water scarcity concerns, it is still important to us that we continuously reduce our impact on local water resources. We have reduced our water use by implementing leak detection programs and water conservation strategies, and investing capital into water reuse and treatment systems at select facilities.

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% (1,719,311 K gallons) is from public utilities and 81% (7,512,076 K gallons) is from well and surface waters. Our global data management system tracks detailed energy and water usage which allows for more accurate reporting of our water withdrawals. While the majority of Goodyear's manufacturing facilities are in areas that are unaffected by significant water scarcity concerns, it is still important to us that we continuously reduce our impact on local water resources.

In 2015, we set a new five-year goal that will contribute to a water reduction of 33% from our 2010 baseline. We plan to achieve this goal by continuing to establish leak detection programs and water conservation strategies, as well as investing capital into water reuse and treatment systems at select facilities. At all of Goodyear's manufacturing facilities, we used 2,501 gallons of water per ton of production (normalized) in 2016, reflecting a 21% decrease over 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. Since 2015, the CDP has publicly scored companies on their water performance. In 2016, Goodyear earned an A-/Leadership level score, which helps showcase Goodyear’s commitment to water conservation at our facilities. We intend to continue reporting on our water performance to the CDP and strive to improve our score.

GREENHOUSE GASES

451,802
GHG EMISION REDUCTION IN METRIC TONS COMPARED TO 2010, OUR BASELINE YEAR.
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 2015, Goodyear set a new five-year goal that will contribute to a GHG emissions reduction of 25% from our 2010 baseline. In 2016, Goodyear reduced total CO2 emissions by 451,802 metric tons, a reduction of 18% compared to 2010, our baseline year. This performance keeps us on-track to achieve our 2020 goal.

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 (CO2e), which include CO2, methane (CH4) and nitrous oxide (N2O).

Goodyear uses the 2006 Intergovernmental Panel on Climate Change (IPCC) emissions factors to report all scope 1 emissions and the 2011 International Energy Agency (IEA) factors to report scope 2 emissions. In 2016, 47% of our emissions were indirect and 53% were direct.

Goodyear has reported our performance to the Carbon Disclosure Project (CDP) since 2006 and its 2016 Climate Change report showed our score of B/Management. 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 facilitates 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 routinely 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.

One such project that took place in 2016 was a beach clean-up day in Beaumont, Texas. Fourteen associates from Goodyear Beaumont celebrated Earth Day by participating in the Texas General Land Office’s Adopt-A-Beach Cleanup (see photo at right). Associates worked on the Bolivar Peninsula, where they helped clean 27 miles and collected about 200 pounds of waste.
Goodyear Beaumont associates at the Bolivar Peninsula beach clean-up.
OUR PEOPLE
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
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.

80,000+
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, speaking up, anti-bribery, competition laws, financial integrity, conflicts of interest, privacy, safety 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 acting with 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 (“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 act accordingly. Salaried associates throughout the world are required to complete online training covering the policies in the Manual, as well as on how to report a concern. This training also includes an annual certification whereby the associate affirms his or her knowledge of the Manual, promises to abide by the Manual, and discloses any known violations of certain ethical policies. Newly hired salaried associates are enrolled in 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, and more.
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, United Kingdom, 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 2016 with salaried associates around the globe, introducing courses on competition law, safety leadership and speaking up. Courses scheduled for 2017 include anti-bribery, respect in the workplace, and a BCM review.

Another training focus was 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 2016.

INTEGRITY HOTLINE
Associates are required to report any actual, suspected or potential misconduct to management or the Company’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 or ask a question, 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, Global and Regional Compliance & Ethics Committees, comprised of top company leaders from business and functional areas, meet several times a year. The purpose of the Committees 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.

At Goodyear, we are one team working together to drive performance on the road, in the marketplace and throughout the company. We believe a diverse workforce is critical to marketplace success, and our inclusive culture allows associates to contribute at their best in an environment that is designed to be flexible and fair.
At Goodyear, we continue to build on our solid foundation, engaging and educating our leaders on the benefits provided to our company by Diversity & Inclusion.

Employee Resource Groups (ERGs) are key partners on our Diversity & Inclusion journey as they help build diversity and cultivate an inclusive environment by attracting, connecting, motivating, and retaining talent. Goodyear currently has five ERGs that continue to build strong membership and make significant contributions. These include the Goodyear Black Network (GBN), Goodyear Veterans Association (GVA), Goodyear Women’s Network (GWN), 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.

DIVERSITY IN RECRUITING
In the US, we are closely working with universities and student organizations as we emphasize our entry-level recruiting, and attend career fairs that improve our opportunity to recruit the finest diverse talent for Goodyear. Social media sites such as LinkedIn and Facebook continue to be an integral part of our recruiting strategy.

We have established key relationships with military-related organizations to further our commitment to hiring military veterans. In 2012, Goodyear made a commitment to hire 1,000 US military veterans over three years and we surpassed our goal more than a year early. In 2014, we pledged to hire an additional 1,000 US veterans and we have since achieved that goal. Going forward, we remain committed to hiring veterans.

ENGAGED LEADERSHIP
Goodyear is committed to understanding the needs of our diverse group of associates. Our CEO Rich Kramer regularly conducts roundtable discussions with various employee groups. One session with current millennial employees helped initiate a pilot on flexible work hours during summer months. Millennials are also helping to change the way Goodyear products are sold, which has helped to drive Goodyear’s e-commerce venture for buying tires online.

DIVERSITY METRICS
Goodyear’s senior leadership reviews our diversity metrics each quarter and updates our Board of Directors on our progress.

DIVERSITY AWARDS
Goodyear was recognized in 2016 with several employer awards related to Diversity & Inclusion. These awards help highlight our commitment to improving as an inclusive employer for all Goodyear associates.

- Top 100 Employer (Military Friendly®)
- Military Spouse Friendly Award 2017 (Military Friendly®)
- Employer Support of The Guard and Reserve 2016 (US Department of Defense)
• Hiring 500,000 Heroes (US Chamber of Commerce Foundation’s Hiring our Heroes Initiative)
• 100,000 Jobs Mission (Veteran Jobs Mission)
• Military Friendly Award 2016 (G.I. Jobs magazine)

CAREER DEVELOPMENT
Goodyear’s Strategy Roadmap outlines how we’ll win with the marketplace, our associates and shareholders. It defines our focus areas, clarifies our values and identifies what we will do—together and individually—to achieve our goal. 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
The Strategy Roadmap brings our culture and ways of working to the forefront. Everything that we do—whatever technologies we develop, strategies or processes we devise—depends on our associates. Engaging and enabling our associates to realize their full potential are keys to making our Strategy Roadmap successful. 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 development and managers provide opportunities, coach, and support their people throughout the development journey.

HOW WE’LL WORK
ONE TEAM Driving Performance—on the road, in the marketplace and throughout the company is how we define ourselves.

The elements of “HOW WE’LL WORK” on the Strategy Roadmap reinforce our commitment to our desired behaviors and Goodyear’s Core Competencies—by how all Goodyear associates are measured.

ACT WITH INTEGRITY: Build trust and earn the confidence of others through honesty and respect—Protect our Good Name.

PROMOTE COLLABORATION: Connect associates globally and encourage open discussion to meet objectives.

BE AGILE: Embrace change and act with speed and purpose.

ENERGIZE THE TEAM: Create an environment where associates are inspired by their work, wellness and serving their communities.
**DELIVER RESULTS:** Anticipate challenges, seize opportunities and make courageous decisions.

WHERE WE’LL FOCUS
Throughout the year, we revisit our talent strategy to ensure it is aligned with our short- and long-term business strategies. 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.

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. Ultimately, it is our people who are responsible for our success. Below are some of the awards we have received in recognition of our efforts.

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

Secretary of Defense Employer Support Freedom Award
Employer Support of the Guard and Reserve
2016

Top 100 Military Friendly® Employer
G.I. Jobs

AME 2016 Excellence Award
Association of Manufacturing Excellence
2016

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, 2016

GOODYEAR DUBAI
Top Employers United Arab Emirates
Top Employers Institute
2015, 2016

GOODYEAR LASTIKLERI T.A.S.
Top Employers Turkey
Top Employers Institute
2015, 2016

GOODYEAR DUNLOP TIRES OPERATIONS
Top Employers Luxembourg
Top Employers Institute

GOODYEAR DUNLOP SAVA TIRES
Top Employers Slovenia
Top Employers Institute
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 compliance with all applicable laws at all of our facilities. In the United States, for example, Goodyear regularly evaluates our employment practices to help ensure that our practices, systems, and processes are aligned with applicable federal and state 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 investigates all reports. No incident is ignored. Goodyear is committed to recruiting, hiring, training, compensating, promoting and providing other conditions of employment without regards to an individual's race, color, religion, national origin, sex (including pregnancy), sexual orientation, gender identity, genetic information, age, disability, veteran status or other characteristics protected by applicable law. We also 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
Business Conduct Manual
Supplier Code of Conduct
SUPPLIER COLLABORATION SECTION

ENGAGING WITH OUR SUPPLIERS
Goodyear is committed to compliance with applicable laws and regulations, and works to maintain high standards of ethical behavior. This includes a dedication to compliance with ethical labor regulations, responsible environmental practices, and responsible sourcing. To uphold these commitments, our Procurement team has enacted numerous initiatives, including a Supplier Code of Conduct and selected certification programs, supplier risk assessments, and supplier screening on social and environmental impacts.

Goodyear has been working to require its raw material suppliers to agree to the Supplier Code of Conduct or to provide their own code of conduct, which Goodyear may review and accept. Goodyear may decline to make future purchases from a supplier that does not agree to the Supplier Code of Conduct or does not provide an acceptable version of its own code of conduct. Topics covered in the Supplier Code of Conduct include child labor and other working condition regulations, environmental practices, anti-corruption and responsible sourcing.

Goodyear’s suppliers are expected to comply with applicable wage and hour labor laws, including those related to minimum wages, overtime hours, and legally mandated benefits. In addition, Goodyear condemns and has zero tolerance for the use of child labor and forced labor, such as prison labor, indentured labor, slave labor, human trafficking, and other forms of compulsory labor. Goodyear is committed to eliminating human trafficking from our supply chain and has initiated a variety of efforts to further this commitment, including supplier risk-based assessments, supplier audits, training for our procurement professionals, internal accountability standards, conflict minerals reviews, and sustainable natural rubber procurement.

Goodyear Supplier Portal
Existing or potential Goodyear Suppliers can find more information by visiting our Supplier Portal website.

RISK ASSESSMENTS
Goodyear performs an annual risk-based assessment of the materials and countries of origin in its raw materials supply chain. The baseline for the assessment is the U.S. Department of Labor’s (DoL) 2010 report listing “goods from countries” that the Bureau of International Labor Affairs has reason to believe are produced by forced labor, child labor or both, in violation of international standards. The risk assessment results indicate Goodyear uses a small number of materials listed in the DoL report. Through our supplier certification program, Goodyear is working to mitigate the risks for the sourced materials listed in the DoL report.

SUPPLIER AUDITS
Goodyear performs periodic supplier audits on an ongoing basis for validation of material quality and supplier conformance to certain compliance regulatory requirements. In addition, all suppliers that certify to the Supplier Code of Conduct are subject to audits for violations at any time as determined by Goodyear, including violations relating to human trafficking and slavery. Goodyear expects that its suppliers will be strictly compliant with all applicable laws and regulations in the countries in which they operate.
TRAINING
Goodyear employees directly responsible for supplier relationships are provided awareness training on human trafficking, such as forced labor and child labor, and are expected to report any known or suspected violations. All Global Procurement associates are required to complete a human rights awareness overview to learn more about human trafficking, where it occurs, the potential red flags of human trafficking among suppliers, and the best practices for addressing instances of suspected human trafficking.

To support responsible labor, environmental, and sourcing practices among our suppliers, Goodyear’s Procurement team invests in its employees through continual training. All Global Procurement employees take strategic sourcing process training and receive a variety of tools that help with clean sheet negotiations, supplier collaboration, and spend analysis. The team also provides associates with numerous other training opportunities, including procurement associate training for new associates, pillar training for job transitions, and compliance training. In their first year, new associates are expected to spend more than 40 hours in procurement-specific training so they can develop the skills and resources needed to succeed in their role.

SUPPLIER ENVIRONMENTAL RESPONSIBILITY

ENVIRONMENTAL EFFORTS
The Supplier Code of Conduct promotes positive environmental practices by stating that suppliers are expected to consider the impact their operations have on the environment and reduce that impact where practicable. Suppliers are expected to comply with applicable environmental laws and regulations in the countries in which they operate.

Goodyear’s Global Procurement team works with our Global Environmental, Health and Safety and Sustainability (EHS&S) team to meet certain EHS&S requirements. For example, as part of our commitment to caring for our environment, our tire manufacturing plants fall under our global Zero Waste to Landfill program, which includes a commitment to continuous monitoring and auditing. Along with adhering to our global environmental requirements, Goodyear continuously strives to reduce our environmental impact.

GLOBAL SOURCING
In 2016, approximately 20% of the raw materials used in Goodyear’s products were renewable. Many raw material suppliers are large companies that invest in production capacity. Thus, to ensure business continuity on a global level, Goodyear primarily sources its commodities from these large, multinational suppliers.

On the indirect side of sourcing, Goodyear knows that our sourcing practices can positively impact local economies by contributing taxes and providing jobs to local people. We source from suppliers from a wide range of business services, including contingent labor, facilities/construction services, business services, complementary workforce, and warehousing. Of these business service categories, Goodyear believes that a portion of our spend positively impacts local economies.
CONFLICT MINERALS
Goodyear’s Sustainable Purchasing Leadership Council is in place to help ensure responsible sourcing from our suppliers. Within the Supplier Code of Conduct, Goodyear states that suppliers are expected to source minerals, derivatives of minerals, and other raw materials in a manner that respects human rights. Suppliers are expected to avoid directly or indirectly financing or benefiting armed groups in the Democratic Republic of Congo (DRC) and/or its adjoining countries. Suppliers are required, from time to time, to certify that all materials and products supplied to Goodyear either: i) do not contain tantalum, tin, tungsten or gold or ii) if they do contain those elements, suppliers shall cooperate with Goodyear in determining the country of origin and the source (including the applicable smelter) and chain of custody of those elements.

To facilitate compliance with these expectations, Goodyear performs a semi-annual conflict minerals review of any supplier whose product(s) contains tantalum, tin, tungsten or gold. As part of this review, suppliers are required to disclose the smelter source of these products. In conjunction with smelter audits performed as part of the Conflict-Free Sourcing Initiative (CFSI), Goodyear encourages suppliers, through direct communications, to source from smelters that have been declared to be conflict-free.

SUPPLIER SCREENING
In the first quarter of 2017, as part of Goodyear’s commitment to social and environmental responsibility, we implemented the first phase of a new supplier onboarding tool. Along with centralizing the onboarding process, this tool screens suppliers on a number of topics, including conflict minerals and anti-bribery due diligence, as well as social, environmental, and waste impacts.

As part of the social screening process, certain suppliers will be requested to upload a copy of their company’s human rights policy and answer several questions, such as whether their suppliers are required to comply with labor and human rights laws and whether their company has a mechanism for employees to report violations of policies. Suppliers will also be requested to provide information on their compliance with environmental, health, and safety regulations and their specific policies and training programs that address health and safety matters.

The environmental screening process will request certain suppliers to disclose whether they comply with all applicable environmental and chemical control legislations, if they have implemented programs to identify hazardous materials within their products, and whether they are required to comply with any specific chemical management and control regulations.

As part of the waste screening process, suppliers that will be handling Goodyear’s waste are requested to disclose the method of waste disposal and if the waste will be recycled. In addition, these waste suppliers will be asked to provide a list of any other firms that may handle Goodyear’s waste and if audit information is available for these additional companies. This rigorous screening process for waste management suppliers reflects Goodyear’s dedication to responsible waste disposal, as well as our Zero Waste to Landfill initiative for our manufacturing plants.

Once suppliers have disclosed information about their social, environmental, and waste impacts, there is an internal review process. If a supplier fails to comply with certain criteria, Goodyear may choose to not do business with that supplier.
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

765

WORLDWIDE PATENTS RECEIVED IN 2016.

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, 119 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 three development centers in Hanau, Germany; Pulandian, China; 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

Chemists at Goodyear’s Innovation Center in Akron, Ohio have discovered that soybean oil can be used to make tire treads that have an enhanced combination of cold weather performance and wet traction. This renewable technology is being commercialized in a new consumer tire line where soybean oil replaces 100% of the petroleum oil in the tread, thus reducing the overall amount of petroleum oil in the tire by 60%.
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.

INTELLIGENT TIRE CONCEPTS
Autonomous vehicles will navigate in a highly complex environment by leveraging data from other vehicles, drivers, pedestrians, smart cities and other elements of the Internet of Things. As the primary link to the road, tires such as Goodyear’s Intelligent tire with its advanced Sensor-in-Tire technology can play a critical role in this data exchange. The objective of Goodyear's Sensor-in-Tire technology is to sense road conditions and the state of the tire. By gathering this critical data and sending it directly to the vehicle’s computer system, it can enable the autonomous car to optimize speed, braking, handling and stability.

PROACTIVE SOLUTIONS
Goodyear Proactive Solutions uses big data and unique tire predictive forecasting technology to offer a wide range of services, all of which help commercial fleets proactively prevent tire-related roadside incidents while enabling data-driven preventive maintenance. The goal is to use data to enhance efficiency while lowering fleet operating costs.

DESIGNING INNOVATIVE PRODUCTS
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.

16
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.

33
SMART-WAY®-VERIFIED PRODUCTS ON THE ROADS.
A total of 33 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%.
PRODUCT INTEGRITY

QUALITY
Goodyear has a commitment to quality that is at the heart of our work, and our products are designed and built with quality as a core characteristic. Our corporate quality strategy has three main components that drive our daily actions:

- Product quality starts with safety, which has always been and always will be the foundation of everything we do. Product quality also represents the value that consumers and customers want.
- Process quality refers to manufacturing and distributing our products safely, efficiently, and responsibly.
- Program quality refers to marketing our brands and products to consumers and customers with intelligence and integrity, with our focus on delivering value to them.

Each Goodyear manufacturing plant has a Quality Control Plan that sets detailed standards on all quality-related matters, including processes, specifications, evaluation methods, and plans.

Goodyear considers audits to be highly beneficial tools. We use them throughout our operations to ensure we are living up to our quality goal, which is to deliver the industry’s best products, processes, and programs.

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

Tire warranty costs as a percent of sales has been reduced significantly over the last 10 years.
PRODUCT COMPLIANCE
On a global and continual basis, Goodyear works directly with governmental agencies and through regional tire standards organizations to ensure industry concerns are known and understood when new regulatory standards are being considered. In the US, Early Warning Reporting (EWR) is mandated by the National Highway Traffic Safety Administration (NHTSA) and is conducted on a quarterly basis with both aggregate data and death and injury reporting supplied to NHTSA.

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.

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 offers a wide range of Smart-Way®-verified, low-rolling-resistance truck tires, including the Fuel Max RSA regional/long haul tire, the Fuel Max LHT, and the Marathon LHS, LHD and LHT long haul line tires.

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

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 US 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 48 facilities in 21 countries and has marketing operations in almost every country around the world. We employ approximately 66,000 full-time and temporary associates worldwide.

Across our brands, which include 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 2016 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. Some energy and greenhouse gas (GHG) emissions data from our manufacturing plants in the European Union were verified by a third party. Some data have been reported to governmental agencies that check for accuracy. In 2015, Goodyear’s Global Sustainability department completed an internal validation of all energy and water data at each manufacturing facility. In 2016, after the completion of the internal data validation, the calculations used for energy and GHG emissions reporting were updated to reflect the most current methods available.

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.

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.