

CONTRIBUTION TO THE 2030 AGENDA

SUSTAINABLE DEVELOPMENT GOALS



In September 2023, the Group committed to the United Nations Global Compact Forward Faster initiative on the following themes and targets:

- **CLIMATE CHANGE:** Aim for net-zero emissions for all the Group's production plants by 2050, with interim targets in 2030 based on scientific data and aligned with a 1.5°C trajectory.
- **LIVING WAGE:** 100% of the Group's employees receive a living wage by 2025.

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[SOCIAL AND GOVERNANCE]



**SDG 1.3 :
SOCIAL PROTECTION**

- **Indicator:** Living Wage
- **Target 2025:** 100%
- **Today:** 2023: 100%
(excluding recently acquired or divested companies)
2022: 98.5%
- **Indicator:** Social protection, Michelin One Care program
- **Target:** 100% by 2025

Since 2021, Michelin has set the goal of verifying and ensuring that all its employees receive a living wage. This wage should enable them, as well as their families, to meet their essential needs such as food, housing, education for their children, healthcare, and savings to deal with unforeseen events. Following the evaluation conducted by the globally recognized NGO Fair Wage Network, Michelin obtained the certification of "Global Living Wage Employer" in early 2024, a significant recognition of the Group's fair wage policies and practices.

By providing social protection to its employees, Michelin contributes to strengthening social cohesion and promoting fair and inclusive work practices. In 2022, a new milestone was reached with the launch of the Michelin One Care program, aiming to ensure that every employee has social protection in terms of parenthood, death, and access to healthcare. This program concretely illustrates one of the Group's values, which is respect for people.

For more information:

- [MICHELIN and its long tradition of social commitment](#)



**SDG 2.3:
PRODUCTIVITY AND SMALLHOLDER FARMERS**

- **Indicator:** Assistance in developing professional skills for village farmers
- **Target:** 30,000 people trained by 2030
- **Current status:**
2023: 2,615
2022: 780

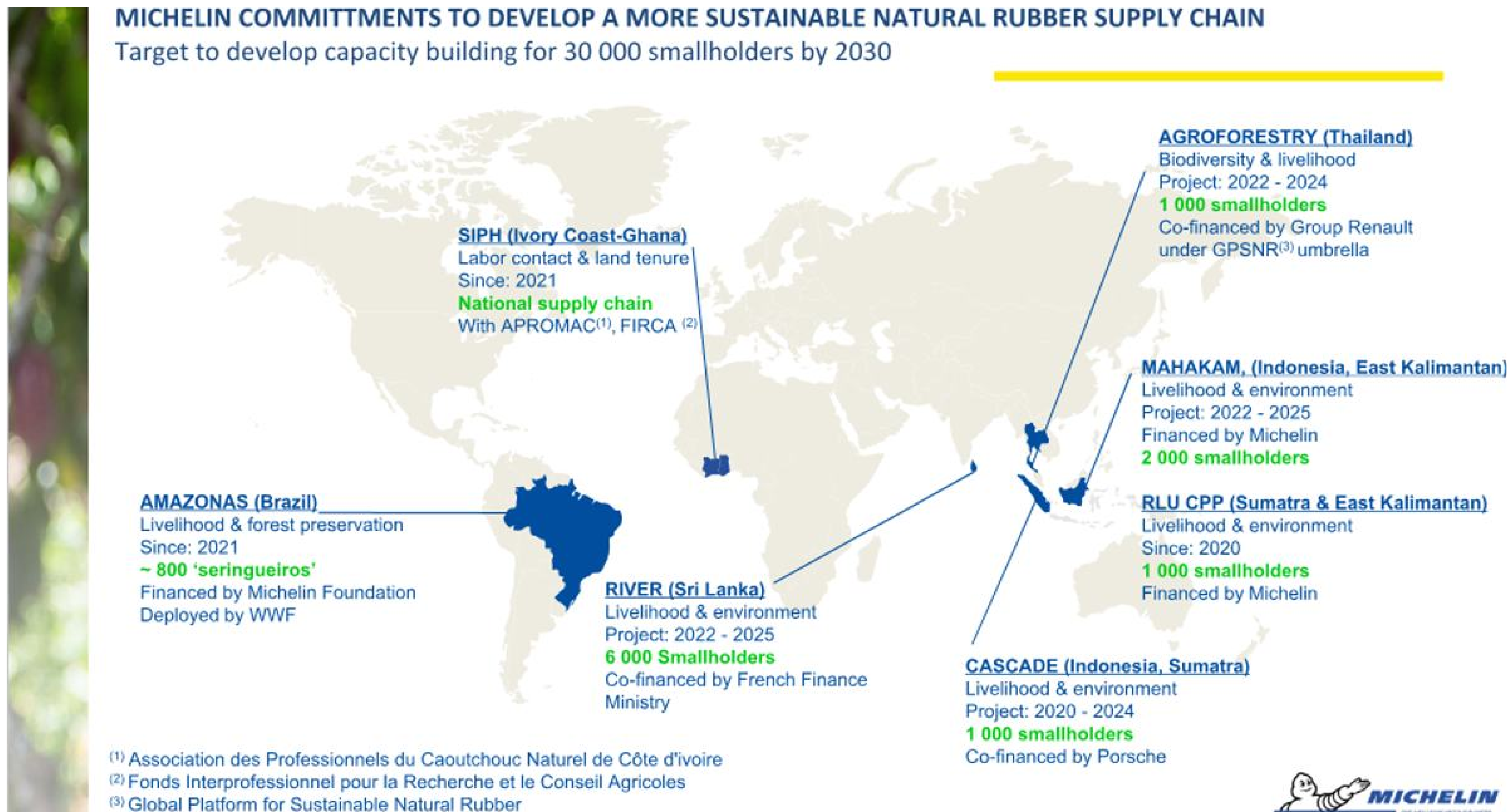
Thanks to its close relationships with its suppliers and smallholder farmers, Michelin actively contributes to improving their living conditions through training and other activities. It is essential for the various stakeholders in the natural rubber supply chain to adopt good environmental and social practices. Often, farmers face challenges such as limited access to training to enhance their skills.



[SOCIAL AND GOVERNANCE]

MICHELIN COMMITMENTS TO DEVELOP A MORE SUSTAINABLE NATURAL RUBBER SUPPLY CHAIN

Target to develop capacity building for 30 000 smallholders by 2030



For more information:

- [Projects and Joint Ventures around natural rubber](#)
- [CASCADE: A sustainable and virtuous project to support natural rubber producers in Indonesia](#)



SDG 3.9:
HEALTH-ENVIRONMENT

- **Indicator:** Total Case Incident Rate (TCIR)
- **Target 2030:** <0.5
- **Current status :**
2023: 1.01
2022: 1.07

By ensuring the safety and health of its employees in the workplace, Michelin contributes to creating a safer and healthier professional environment. By reducing accidents and injuries at work, the company improves the quality of life of its employees and promotes their overall well-being. Michelin demonstrates its constant commitment to protecting the physical and mental health of its employees. Technical and behavioral prevention actions in the industry have led to a decrease of over 10% in the number of recordable accidents in 2023. Distribution, through Euromaster activities, is also a significant source of progress, with a 7% improvement in its TCIR indicator in 2023. This number of accidents is constantly decreasing, with a significant downturn throughout the year.

[SOCIAL AND GOVERNANCE]



**SDG 4.3:
PROFESSIONAL TRAINING AND HIGHER EDUCATION**

- **Indicator:** Lifelong learning
- **Indicator value:** 2023: 2,45% (41.6 hours per employee)
2022: 2.42%

Michelin has always believed that individual and collective success relies on people and their talents. Faced with the numerous challenges the world is facing, Michelin enables all of its employees to develop throughout their career path. The Group has launched "La Manufacture des Talents," which will support employees in their career advancements or transitions. This initiative allows individuals to cultivate their "Lifelong Learning Mindset" and contributes to talent attraction and retention. The Group's employees have accumulated 4.46 million hours of training.

For more information:

- [The culture of learning in the service of progress](#)
- [Hall 32 Industrial Trades Promotion Center](#)
- [Michelin Training Center](#)



**SDG 5.5:
PARTICIPATION AND ACCESS TO LEADERSHIP POSITIONS**

- **Indicator:** Feminization in management and supervisory positions
- **Target:** 35% of women in management and supervisory positions by 2030
- **Current status:**
2023: 30.1%
2022: 29.4%

The feminization approach aims to create a fair working environment where women have the same opportunities for professional development as men. Every year, the Group measures the Gender Equality Index, an indicator created in 2019 by the French Government, to advance gender pay and professional equality within companies. This index allows companies to measure potential disparities in pay, promotion rates, or salary increases between women and men. The Group strongly supports the principle of equal treatment for its employees at all stages of their careers and condemns any form of discrimination. Michelin conducts awareness-raising actions with its teams: over 28,000 employees have been trained on biases and stereotypes between 2020 and 2023.

For more information:

- [Respect for individuals, a fundamental value of Michelin](#)
- [Results of the Gender Equality Index 2023](#)

[SOCIAL AND GOVERNANCE]



**SDG 10.3:
EQUAL OPPORTUNITY**

- **Indicator:** Equal pay between men and women
- **Target 2030:** <2 %
- **Current status:**
2023: -2.54% based on a sample of 37,500 employees
2022: -2.61%

For many years, the Group has used an indicator called "compa-ratio gap" based on the differences in market positions of compensation between men and women. In 2023, this overall market position gap was -2.54% in a sample of 37,500 employees. In France, an independent study by researchers from the National Institute of Demographic Studies (INED) concluded once again in 2023 that the residual value of "all else being equal" wage gaps between women and men was nearly zero (<1%) regardless of job category. Finally, since early 2019, Manufacture Française des Pneumatiques Michelin (MFPM) has calculated and published its Gender Equality Index. The MFPM score for the year 2023 remains at 99/100.

For more information: [MICHELIN and its long tradition of social engagement](#)



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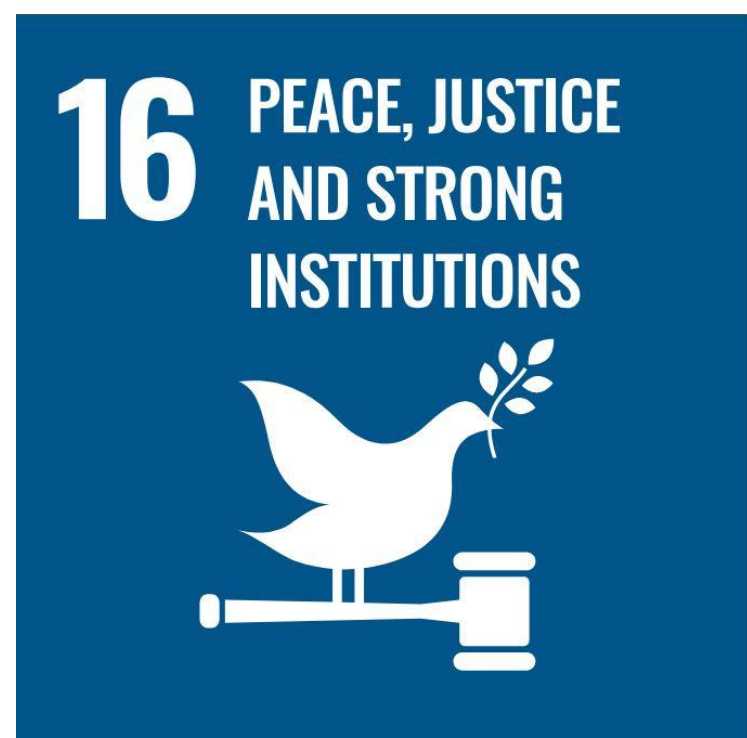
**SDG 11.A:
TERRITORIAL DEVELOPMENT**

- **Indicator:** Citizen engagement: Number of actions in the *Michelin Volunteering program*
- **Target:** 20% of employees engaged in local actions by 2030
- **Current status:**
2023: 19,700 actions
2022: 10,900 actions

The Group is convinced of the role that companies must play in providing collective responses to societal challenges. In 2023, Michelin recorded 19,700 actions under its employee volunteering program. *Michelin Volunteering* actions contribute to improving the quality of life of local communities, strengthening social and environmental infrastructures, and promoting sustainable economic development. These activities may include environmental awareness projects, educational programs, social initiatives, local development projects, and much more.

For more information:

- [MICHELIN and its long tradition of social commitment](#)
- [Michelin Foundation](#)



**SDG 16.5:
CORRUPTION**

- **Indicator:** % of employees trained in anti-corruption
- **Target:** >98% by 2030
- **Current status:** 2023: 98% (+6 points compared to 2022)

The Anti-Corruption Code of Conduct aims to raise awareness among all Michelin employees about acts that could constitute corruption, providing examples and indicating the appropriate conduct in the event of encountering acts or situations resembling corruption. The Anti-Corruption Code specifically addresses themes related to "bribery" and illicit commissions, the use of agents or intermediaries, facilitation payments or other incentives, charitable and political contributions, gifts, and invitations.

By training its employees in anti-corruption measures, Michelin strengthens the culture of integrity, transparency, and accountability within the company. The Group has also implemented an e-learning course dedicated to combating corruption. As of December 31, 2023, over 39,000 Michelin Group employees have completed this training, representing 98% of the target, which is an increase of 6 percentage points compared to 2022.

For more information:

- [Respect for individuals, a fundamental value of Michelin](#)
- [Michelin's Code of Ethics](#)
- [Anti-Corruption Code of Conduct at Michelin](#)



SDG 6.4:
SUSTAINABLE WATER RESOURCE MANAGEMENT

- **Indicator:** Water withdrawals reduction
- **Target:** By 2030, a 33% reduction compared to 2019 in water withdrawals from the Group's industrial sites (indicator: water stress coefficient/m³ per ton of semi-finished + finished products)
- **Current status:** 2023: -13.7% compared to 2019

The Group is aware of the vital importance of water resources and pursues a strategy to reduce its water withdrawals. Here are a few examples:

- **Gravanches, France:** the industrial site invested 3 million euros to reduce its water withdrawals by 60%.
- **Manaus, Brazil:** the site now reuses sealing water from certain pump seals in its boilers. Thanks to this reuse, 15,500 m³/year are saved.
- **Laem Chabang, Thailand:** the site has adjusted its operations to reduce the purges of water from its cooling towers. Through optimization in biocide dosing combined with optimized flow control, the concentration cycle in the cooling towers has increased by a factor of 1.75, allowing a reduction of 1,660 m³/month in water withdrawals.
- **Vitoria, Spain:** the factory reuses water from the purges of its towers as makeup water for its metal reinforcement manufacturing process after treatment by reverse osmosis. This reduces the site's water withdrawals by 20,000 m³/year.

For more information:

- [The holistic environmental approach of Michelin for the Planet](#)
- [Industrial site Gravanches reduces its water usage by 60%](#)



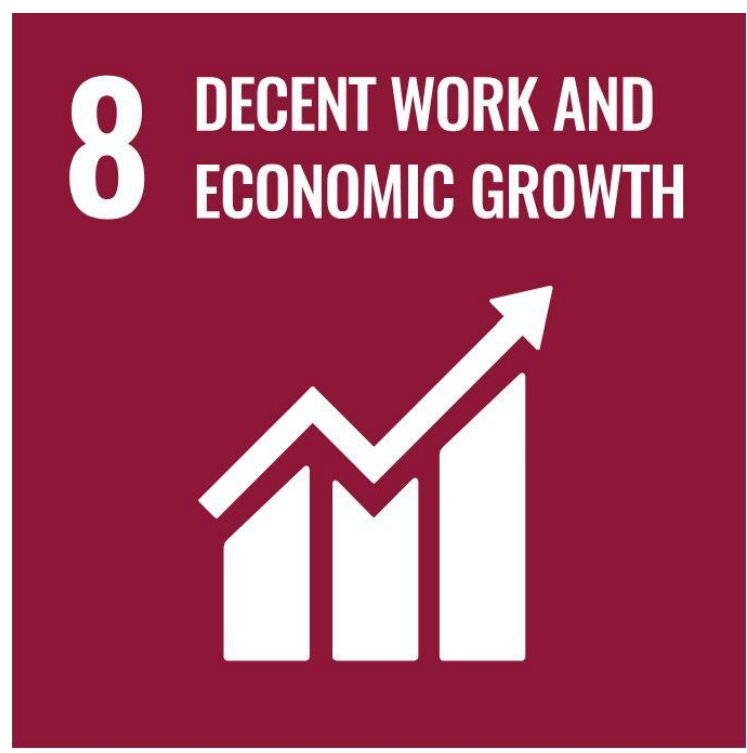
SDG 7.3:
ENERGY EFFICIENCY

- **Indicator:** Energy efficiency index of industrial sites (MWh/ton produced)
- **Target:** 2030: -24% vs. 2019
- **Current status:** 2023: -2.7% vs. 2019

Since 2008, the Michelin Group has implemented a renewable energy development approach to sustainably reduce its CO₂ emissions. Today, 19 sites of the Group have renewable energy installations. These installations have avoided the emission of nearly 57,100 tons of CO₂ in 2023, of which 47,000 tons directly reduce the Group's CO₂ emissions (compared to 33,000 in 2019).

The energy efficiency performance in 2023 improved by 1.56% compared to 2022. Since 2022, amid the energy crisis in Europe, the Group has launched an energy sobriety plan based on the rigorous application of best practices such as temperature settings per building and season, leakage control, and management of production shutdowns and restarts. In total, in 2023, 361 projects were completed, requiring €114 million CAPEX.

For more information: [Sustainability, embedded in Michelin's strategy](#)



**SDG 8.8:
RIGHTS AND SAFETY AT WORK**

- **Indicator:** Respect for human rights by suppliers
- **Target:** By 2030: > 95% of assessed suppliers have a score on the "Social and Human Rights" theme
- **Current Status:** 2023: 91% through assessment by ECOVADIS

As a signatory of the United Nations Global Compact since 2010, Michelin is committed to upholding human rights in all its activities wherever it operates. The "human rights" risk mapping of suppliers underwent a complete overhaul in 2020 and was updated in 2022, allowing for the prioritization of purchasing categories based on these risks. This risk analysis prioritizes supplier evaluations and the implementation of preventive actions. Regarding "human rights" risks within the natural rubber supply chain, the *RubberWay™* mobile application, deployed by the Group in seven countries since 2017, has collected information from 136,778 rubber tree farmers.

For more information:

- [MICHELIN and its long tradition of social commitment](#)



**SDG 9.5:
INNOVATION, RESEARCH AND DEVELOPMENT**

- **Indicator:** Life Cycle Analysis (LCA)
- **Target:** By 2030: 100% of new product/service ranges commercialized
- **Current Status:**
2023: 100% of new tire projects, and a pilot on services will be conducted in 2025.
2022: 75% of new projects

To comprehensively consider environmental impacts in its choices and decisions, the Group's approach is based on:

- An environmental footprint diagnosis based on the life cycle analysis of the Group's products and services, and a mapping highlighting their environmental impacts at each stage of their life cycle. This will be generalized for all product ranges and services marketed by 2030,
- An eco-design approach applied to the Group's innovation strategy,
- The implementation of actions and commitments consistent with the results of the diagnoses.

Considering that 80% of the environmental impacts of a project are determined during the design and development phase, eco-design principles enable their reduction while avoiding the transfer of environmental impacts from one stage of the life cycle to another or from one type of impact to another.

For more information: [Life Cycle Analysis of Michelin's Tires](#)



SDG 12.2:
SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

- **Indicator:** Rate of renewable and recycled materials
- **Target 2030:** 40%
- **Current Status:** 2023: 28%

By promoting the use of renewable and recycled materials in the design of its products, Michelin reduces its dependence on non-renewable resources and contributes to mitigating greenhouse gas emissions associated with the extraction and production of materials. By encouraging material circularity and promoting a circular economy, Michelin contributes to reducing the ecological footprint of its activities and promoting sustainable consumption and production practices.

In October 2022, Michelin introduced new tires designed as part of this project, comprising 45% renewable and recycled materials for car tires and 58% for bus tires. This represents a 50% increase in renewable and recycled materials compared to current tires in both cases. These tires are approved for road use and offer the same premium performance as Michelin's reference tires. The materials utilized in these newly developed tires will be extensively employed in specific tire models that Michelin plans to introduce to the market starting in 2025.

For more information: [Embracing the future with Michelin's VISION concept](#)



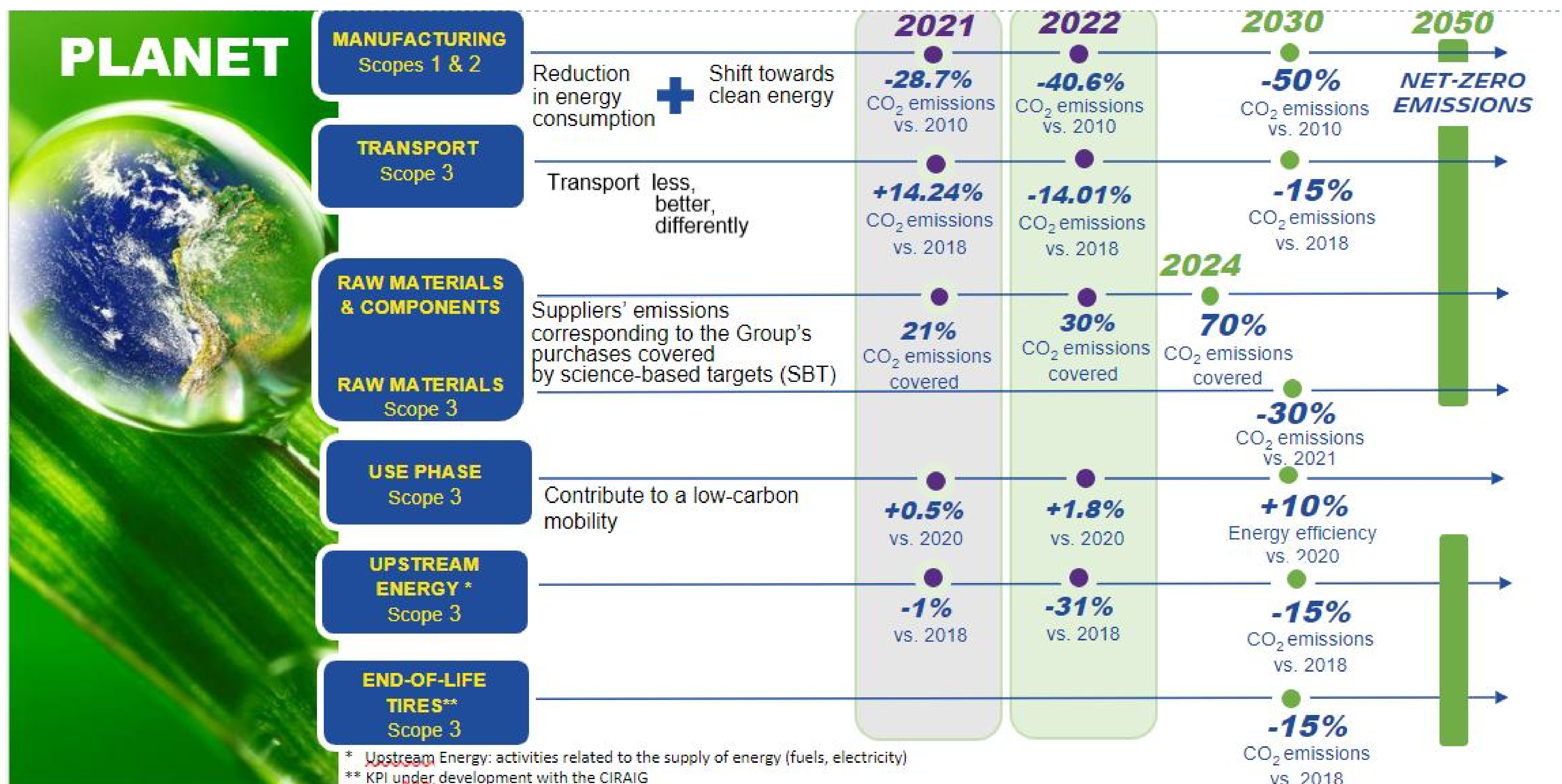
SDG 13.1 AND 13.2:
RESILIENCE AND ADAPTATION, CLIMATE POLICIES

- **Indicator:** Net-zero ambition
- **Target:** By 2050: 0 Net Emissions

Michelin aims for net-zero emissions for all Group production sites and contributes to low-carbon mobility for users through high-energy efficiency products. This program adopts more sustainable production practices related to the 5 dimensions of the iMEP: energy, pollutants, VOCs, CO₂ emissions, and water withdrawal and waste.

In July 2021, Michelin joined the "Race To Zero" campaign led by the international consortium Science Based Targets initiative (SBTi), the United Nations Global Compact, and We Mean Business, leading to net-zero emissions by 2050. In January 2024, Michelin submitted a new reduction target to SBTi, for Scopes 1 and 2, compatible with a "1.5°C" warming scenario. This new target is much more ambitious, aiming for a 47.2% reduction in absolute value over the same period 2019-2030.

For more information: [MICHELIN IN MOTION: the strategy for 2030](#)



SDG 14: MARINE POLLUTION

Indicator: Better understanding the tire degradation process related to their use

Since 2015, Michelin has continually reduced the emissions of particles from its products beyond the 5% already achieved between 2015 and 2020. By reducing abrasion and therefore the emission of wear particles, Michelin relies on its expertise in materials through a design focused on optimization and the use of raw materials.

In 2023, the Presidents of the 10 member manufacturers of the TIP approved a new work plan for 2024-2025, including:

- A new research cycle aimed at deepening current knowledge on particle generation by tires,
- An increasingly data-driven approach to guide mitigation actions and the launch of pilot projects to mitigate TRWP.

By the end of 2023, in addition to these studies, Michelin, CNRS, and the University of Clermont Auvergne combined their expertise in the framework of a new joint laboratory "BioDLab" dedicated to the study of the degradation and biodegradation of tire rubbers. The objectives were twofold: to enhance the understanding of the tire degradation process related to their use, and to develop technical solutions and address the environmental issues from wear particles generated by the contact between the tire and the road.

For more information:

- [Sustainable practices anchored in Michelin's strategy](#)
- [Circular economy: our 4R strategy](#)





**SDG 15.2:
SUSTAINABLE FOREST MANAGEMENT**

- **Indicator:** Zero Deforestation Natural Rubber (EUDR)
- **Target:** By 2030: 100% of the natural rubber used by the Group is deforestation-free
- **Current Status:** New in 2023

Michelin is committed to not contributing to deforestation in its operations and supply chain. By working with its suppliers and partners to promote sustainable sourcing practices for raw materials, Michelin encourages responsible use of natural resources and helps alleviate pressure on forest ecosystems and life on earth. For Michelin, the use of sustainable natural rubber means respecting human rights, improving livelihoods, and protecting forests and ecosystems.

The **Michelin Ecological Reserve (REM)** in Bahia, Brazil, was established in 2004. It now covers 3,950 hectares and aims to preserve one of the world's richest tropical forests in an area affected by deforestation and environmental degradation. To protect the reserve from hunters, a team of forest guards has been established: hunting has decreased by 91%, allowing animal populations to increase by 117%. Ten new species were discovered in 2022, bringing the total number of unknown species discovered since the reserve's creation to 30. As part of the degraded areas restoration program launched in 2005, the REM has planted 110,000 trees of 275 species, allowing the forest to regain 300 hectares. The reserve also houses the Pancada Grande waterfalls, visited by more than 80,000 tourists annually. Additionally, an environmental awareness program is conducted for young people from local communities. The Michelin reserve is now one of the best protected areas in the Atlantic Forest, one of the world's richest biomes, demonstrating that it is possible to produce natural rubber while preserving biodiversity.

For more information:

- [Michelin and Natural Rubber](#)
- [Natural rubber and zero deforestation](#)





SDG 17.16:
PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

Indicator: Responsible Engagement: *Qualitative Approach (no specific target)*

The Michelin Group maintains numerous relationships with international organizations, global and local associations, and other entities.

In terms of sustainable development, Michelin has a partnership strategy **based on external collaboration** along three axes:

- **Internal transformation** in terms of sustainable development (BCSD, Global Compact, B4IG,),
- **Influence tools** for sustainable development strategy (Global Compact, ICC, WBCSD),
- Operational **excellence forum** for continuous improvement of our Planet and People approach (WWF, EDH, CIRAIG, McArthur, IDDRI, Orée), sharing best practices (WBCSD, GreenBiz, C3D, Common Stake, EPE), or access to key CSR information (ICC, MEDEF, AFEP).

Members of the Corporate Sustainable Development and Impact entity are the preferred contacts for managing various partnerships: **UN Global Compact, France Network** with the Presidency of Florent Menegaux (influence on territories and SDGs in France), **WBCSD** (integration of B4IG, transfer of participation in the Pathway Transport and Mobility, Movin'On issues), and **ICC** (Presidency of the Climate Commission and international negotiations).

Michelin has intensified relations with environmental protection associations, particularly within the **Global Platform for Sustainable Natural Rubber** (GPSNR). In addition to WWF, several other NGOs actively participate in the activities of this platform, such as Birdlife International, the International Federation for Human Rights Leagues, FSC, Global Witness, Mighty Earth, Rainforest Alliance, and Earthworm. Finally, the Group engages in dialogue with numerous national or local NGOs to contribute to environmental protection and encourage the development of best practices.

For more information: [Global Compact France Network](#)