

# PEOPLE AMBITIONS **BY 2030**

AT THE CORE OF THE GROUP'S PERFORMANCE

ENGAGEMENT RATE

> 85%

Survey MFT <sup>(1)</sup>

TCIR (accident rate) <sup>(2)</sup>

< 0.5

SHAREHOLDER EMPLOYEES

> 50%

OPINION AND IDEAS MATTERS

80%

DIVERSITY AND INCLUSION - IMDI <sup>(3)</sup>

80/100

Composite indicator

WORK-LIFE BALANCE <sup>(4)</sup>

80%

VOLUNTEER PROGRAMS

20%  
of employees

For local communities

HUMAN RIGHTS

> 95%

suppliers assessed that  
comply with the Group  
standards

LIVING WAGE <sup>(4)</sup>

Target 2025

100%

SKILLS DEVELOPMENT <sup>(5)</sup>

85%

of employees

NATURAL RUBBER & HUMAN RIGHTS <sup>(7)</sup>

From 2025

80%

NATURAL RUBBER SMALLHOLDERS <sup>(8)</sup>

Target 2025

30,000

<sup>(1)</sup> Moving Forward Together annual survey of Group employees.

<sup>(2)</sup> TCIR (Total Case Incident Rate) : number of accidents and cases of occupational illness recorded per 200,000 hours worked.

<sup>(3)</sup> IMDI is made up of 12 quantitative and qualitative indicators (some of which are taken from the annual Moving forward Together employee survey), divided into 5 areas: Diversity, Identity, Multi-national management, Disability, Equal opportunities.

<sup>(4)</sup> Group scope

<sup>(5)</sup> % of employees who respond positively to the Moving Forward Together survey question: "I have real opportunities to develop my skills at Michelin."

<sup>(6)</sup> % of employees who respond positively to the Moving Forward Together survey question: "I feel like my opinion matters and my ideas are taken into account in my company."

<sup>(7)</sup> Volume of natural rubber for which the human rights assessment includes village planters

<sup>(8)</sup> Number of village planters whose standard of living has improved thanks to remediation projects initiated by the Group