



2013 Sustainability Report

Bridgestone de Costa Rica - Eighth Edition

Our Environmental, Social and Economic contribution to Society







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Glossary

We suggest reviewing the following glossary in order to have a correct interpretation of the terms used on this sustainability report:

- **ASEFIRE:** Bridgestone de Costa Rica employee's solidarity association.
- **Associate:** an employee of Bridgestone de Costa Rica.
- **Banbury:** a mixing process with an internal batch mixer. This process is faster than a cylinder mixer or mills and also safer because there is no need to have an operator moving the mixture.
- **BBTS** (Bridgestone Bandag Tire Solutions): a business unit that incorporates the activities of Bridgestone (selling new tires) and Bandag (rethreading tires) in order to be the best option for the truck industry, offering the same integrated solutions at lower costs.
- **BMP:** Raw material warehouse.
- **Carbon Neutrality:** the result obtained after a series of strategies that allow the company to compensate its CO₂ emissions, reducing them in such a way that the final result is neutral or positive.
- **Family Channel:** the company's distribution channel made up of distributors (BSCR direct clients) that market the products to the final consumers.
- **FUNDELLANTAS:** Ecological Foundation for the Recycling of Rubber and Waste Tires.
- **Tire:** also known as pneumatic or rubber (depending on the country).
- **Scrap:** vulcanized tires that do not meet product quality specifications and must be discarded.
- **TMA** (Throw Mill Again): rubber that must be reprocessed because it does not meet the quality standards of the production process.
- **Waste:** this percentage represents the amount of residual rubber.

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A message from our President

The success of a company cannot be estimated only in terms of its economic yield. Bridgestone has been able to understand this and we know that our contribution to society is a fundamental part of our nature as a business. Therefore, after 46 years of work in this country, the company has been known for trying to find a balance between profitability and a responsible and sustainable production.

Today, we feel closer than ever to our commitment to society; and we consider the improvement of our economic, social and environmental background as a need for our employees, our community and the entire country.

This is why the company has led a series of initiatives aimed at raising awareness among our associates, their families and communities about various issues ranging from public health and road safety to environmental management.

Some of these initiatives are new developing ef-

forts, while others are continuous processes we have supported after seeing positive results and impacts in our social area, public policies and environmental background.

Bridgestone's business achievements during 2013, a year with a positive outcome as detailed in the economic section of this report, are also joined by benefits that allow our country to strive for collective wellness.

Our capital investment increased during 2013 in comparison to the previous year. However, the importance behind this is that most of this money was destined to modernize our production plant to be more resource efficient, which is part of our environmental strategy.

An example of these improvements is the implementation of nitrogen vulcanization, which reduces our environmental footprint based on energy and hydrocarbon consumption; as well as the start of the conversion process in one of our bunker fueled furnaces to

use a renewable solid fuel made with organic material, also known as biomass. As a result of these and other efforts, our CO₂ emissions in 2013 were reduced by 923 tons (4,14%) in comparison to 2012.

There is no doubt that these accomplishments are also linked to other praiseworthy efforts directly related to material consumption efficiency, constant waste reduction and the modification of compounds and processes to reduce our environmental footprint.

All of these factors have contributed to make Bridgestone one of the companies awarded with the 'Actions to face Climate Change' category of the Blue Flag Ecological Program, thanks to our waste management plan, ISO 14001 and 9001 certifications and our carbon footprint calculations.

Even with all this progress, Bridgestone knows that its positive impact must go beyond the limits of its production plant, which led to the follow up of



*Oscar Rodríguez
Bridgestone de Costa Rica
President*

the Value Chain project, used to train suppliers and clients in subjects related to Sustainability and Corporate Social Responsibility. Simultaneously, we have promoted green purchase practices to encourage a more responsible social, economic and environmental model.

We also recognize our responsibility in developing a better society, so we have promoted social programs to have a safer and healthier society.

As an example, our alliance for a better road safety culture has promoted activities among elementary and high school students to motivate safety habits on the streets. Awareness presentations, educational theater plays and social network strategies allowed us to reach thousands of students with a positive message.

We are also proud to inform that our Volunteer Program is moving full steam ahead, reaching a total of 5 418 work hours during 2013

(641 more hours in comparison to 2012) and creating a direct benefit on over 22 000 people through actions such as building community centers, donating school supplies, planting trees, cleaning beaches and supporting road safety and tire pressure campaigns. Additionally, we have continued our tire collection and alternative use promotion campaigns, which not only contributed to reduce dengue fever risk cases, but also helped to promote a healthier environment thanks to the creation of playgrounds built with waste tires. This type of initiatives allowed Bridgestone to be awarded by the Costa Rican - American Chamber of Commerce (AmCham) in the Community Management area.

Moving into the internal side of our company, our associates are extremely important, so we continued reinforcing actions aimed at promoting good working practices

during 2013, opening internal communication channels to allow people to express their feelings and thoughts about their social conditions and work space environments.

We are close to celebrate half a century of constant work, and we still have pending challenges and big opportunities that will be taken to ensure Bridgestone de Costa Rica continues its mission: to serve society with higher quality products, services, way to do business, volunteer work and our environmental and social management.

I encourage you to learn in detail about the results of our work during 2013 and share your impressions with us, because a great country is only possible through the work and commitment of all of us who are a part of it.

*Oscar Rodríguez L.
BSCR President*

About this Report

The 2013 Bridgestone de Costa Rica (BSCR) Sustainability Report is the eighth one for the company, presented as an ideal way of showing accountability for stakeholders and society in general.

This report details the initiatives and advances in sustainability achieved during 2013 in material subjects determined by the company for the Costa Rican market, which has a significant relevance, being the company's operation center.

This document comprises the time period between January 1st and December 31st of 2013, which stands for both the company's calendar and budget year. There were no significant changes in regard to organizational infrastructure, size or operational location during the time period covered by this report.

In order to compile and analyze the information presented below, the report was based on the principles proposed by the Global Reporting Initiative (GRI), version G4:

- 1. Stakeholder Participation.** BSCR has made an effort to identify and communicate with its stakeholders. This report includes the methodology applied to approach each one of these groups, as well as the initiatives developed by the company to benefit such groups. The second quantitative and qualitative study with our main stakeholders will be applied during 2014 in order to learn about their perception and evaluation of the company, its work and its impact on society, the environment and the country's economy.
- 2. Sustainability Context.** BSCR is working with the concept of sustainability under standard ISO 26000 and its local version (INTE 350 101), as well as the Triple Bottom Line Model and the 22 focus points defined by Bridgestone Corporation as priority action areas. Additionally, the report includes indicators to compare the organizational performance with the national context in all three dimensions.
- 3. Materiality.** This report includes aspects and/or indicators that reflect Bridgestone de Costa Rica's most significant environmental, economic, and social impacts. Additionally, three work approaches have been established as a way to measure the impact and interest subjects the company must focus on: road safety, product life cycle and environment. These subjects were born from the company's own consideration and a permanent dialogue with our stakeholders.
- 4. Completeness.** Even though the company has operations in 25 markets around Central America, the Caribbean, Colombia and Ecuador, the document gives emphasis and priority to aspects related to Costa Rica. BSCR will keep working to expand the data available for the rest of the countries in future editions. The information presented covers material aspects and significant impacts developed during the time period covered by this report.

- 5. Balance.** the report presents the company's performance in an impartial way without making any omissions that could alter the decision making process of the stakeholders.
- 6. Comparability.** The calculation of the indicators presented in this report is consistent with the method used in previous editions, and economic values are presented in US dollars. Additionally, this report uses the international system of units and offers a three year comparison guide for main indicators.
- 7. Accuracy.** The information provided is sufficiently detailed to allow stakeholders to reach conclusion about the performance of the company.
- 8. Clarity.** The report includes the necessary guides to allow readers to understand technical and internal terms.

Based on the information reported, BSCR considers this report as essentially '*In Accordance*' with the GRI G4 Reporting Guidelines.

The methodology applied to determine the material subjects to be part of the report included the following actions:

- Inquiries to the company's Social Responsibility (SR) Committee.
- In-depth interviews with BSCR associates responsible for each subject reported.
- Content analysis of sustainability reports from other companies of the national and regional industry.
- Result analysis of internal self-assessment tools such as: the Great Place to Work Institute study, previous results of the Business Association for Development self-assessment and customer satisfaction surveys, etc.
- Material inspections and global work projects where the Bridgestone Company has been an important part to determine material aspects for each brand.
- Inquiries and permanent dialogue with the company's stakeholders.

For more information about BSCR, this report and its previous versions, you can visit our website at www.bridgestone.cr, or contact:

Ana María Arce
Corporate and Community Relations Coordinator
arceana@la-bridgestone.com





Corporate Profile

About The Bridgestone Corporation

The Bridgestone Corporation is a multinational company devoted to the design, testing, production and marketing of tires and rubber products. It has 180 plants in 25 countries, including 10 testing fields in 8 countries and 5 technical centers in 4 countries. The company is present in over 150 countries around the world and generates over 143 000 direct jobs.

Tires are the company's main product and

represent 84% of its total sales; the remaining 16% is made up of products such as bicycles and sporting equipment.

About Bridgestone de Costa Rica¹

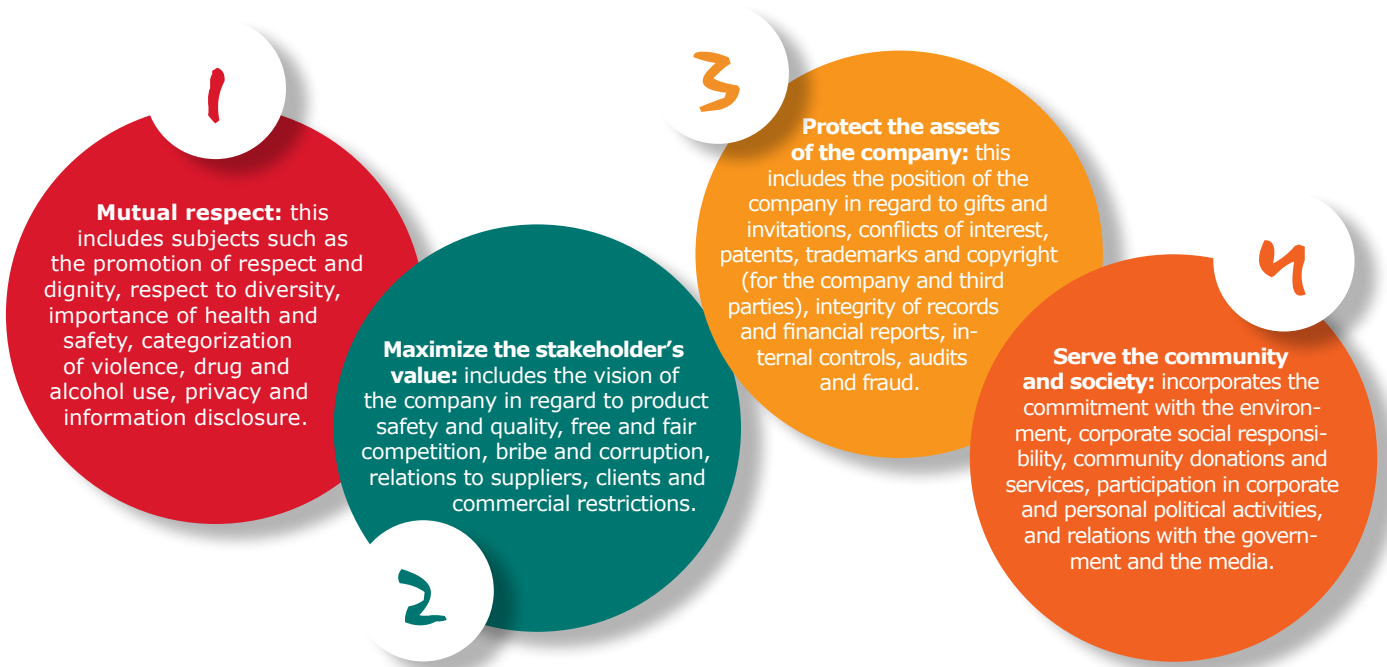
Bridgestone de Costa Rica (BSCR) is the Bridgestone Corporation subsidiary in charge of company operations in Central America, the Caribbean, Colombia and Ecuador. Its production plant and headquarters are located in the town of Belen in Heredia, Costa Rica.

This is the only tire producing plant in Central America and the Caribbean, and one of the most efficient in Latin America. The plant has a daily production of 12 500 radial passenger, radial pick-up truck, conventional pick-up truck, agricultural and OTR (off the road) tires.

The company provided direct employment to 911 people by December 2013, and generates business links to make production and exports in Costa Rica more dynamic.

1. For more information about the history of the company, refer to previous Sustainability Reports or visit www.bridgestone.co.cr

The company is guided by the Bridgestone Americas code of ethics, which categorizes the company's issues of interest in four different areas:



Governance

The government structure of the company is led by the President and General Management, who are in charge of making decisions in collaboration with 5 departments: Human Resources, Finances, Operations, Commercial and Manufacturing; the last two respond directly to the Operations Department.

Additionally, the company has 4 strategic committees formed by the main leaders of the company. These committees offer consulting and counseling during significant de-

cision making processes and include the following: Ethics Committee, Social Responsibility Commit-

tee, Crisis Handling Committee and Occupational Health, Safety and Hygiene Committee.



Supply chain

BSCR imports 100% of the raw materials used to manufacture its tires. The company imports an average of 3 500 metric tons per month, divided into 7 main areas:

Natural rubber.

Origin: Guatemala, Far East.

Synthetic rubber.

Origin: Brazil, Korea, USA and Canada.

Carbon black.

Origin: USA, Venezuela and Mexico.

Fabrics.

Origin: Mexico and Korea.

Chemicals.

Origin: USA, Europe and Mexico.

Bead wire.

Origin: Mexico and Korea.

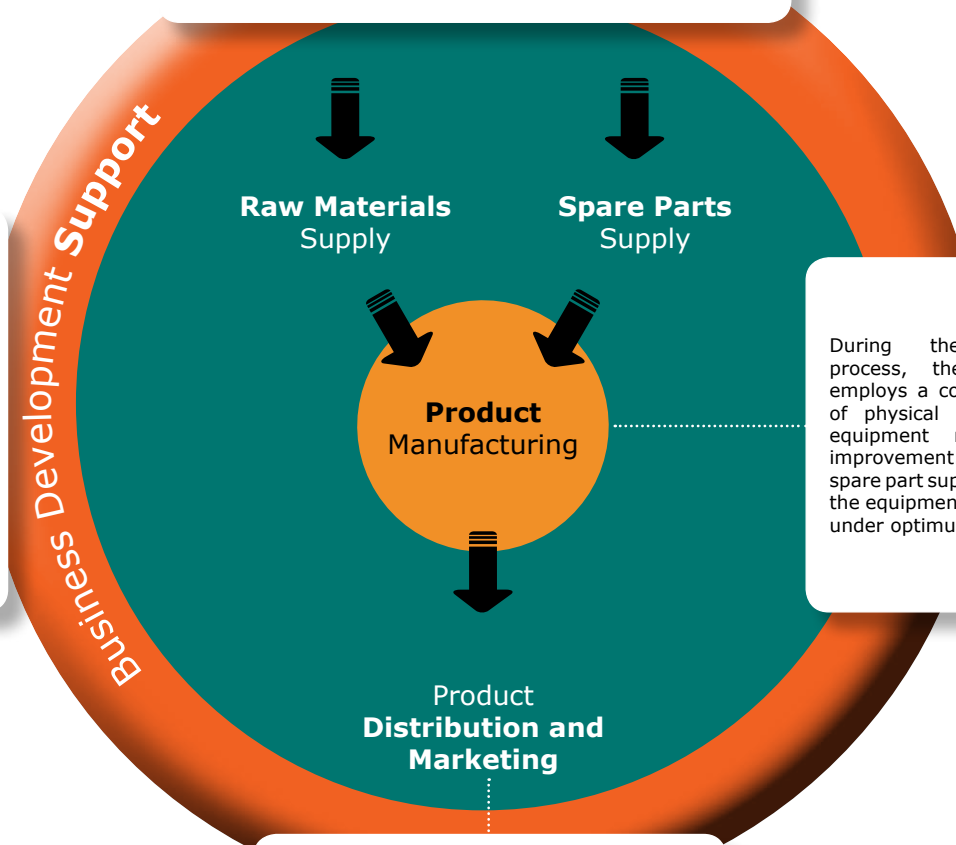
Structure wire.

Origin: USA and Korea.

The following diagram summarizes the company’s supply chain process:

Raw materials are obtained from different sources and markets. Currently, there is an average of 100 suppliers responsible for providing different materials. 100% of those materials must be imported since the country does not have the necessary supply to cover manufacturing needs. Additionally, there are suppliers in charge of transporting materials from storage centers to company facilities.

This category includes all suppliers that provide services or products not directly related to the product’s manufacturing process.



During the manufacturing process, the company also employs a contractor in charge of physical infrastructure and equipment maintenance and improvement. There are also spare part suppliers to make sure the equipment is always working under optimum conditions.

BSCR delivers the product directly at its facilities so the client can dispatch it immediately

The Bridgestone Products

Bridgestone sells five brands: Bridgestone, Firestone, Seiberling, Bandag and Continuum, which are distributed through several product categories:

Automobile. This is the business unit focused on massive consumption tires for small vehicles. The plant in Costa Rica manufactures products

of the Bridgestone and Firestone brands, including models such as Potenza, Destination and Dueler, to mention a few.

Truck. This unit is responsible for Bridgestone and Bandag products dedicated to truck fleets. It offers comprehensive solutions at lower costs.

Agricultural and off-the-road. The third category

includes tires for agricultural and off-road categories.

Rethreading. The fourth business unit is focused on the rethreading model for truck tires. This allows the company to offer integral solutions to that sector by maximizing the cost-benefit relation generated by the Bandag rethreading process and warranty.

Markets covered by BSCR

Bridgestone de Costa Rica is currently present in 25 countries. 23 of these countries belong to Central America and the Caribbean:

Belize
Guatemala,
Honduras
El Salvador
Nicaragua
Costa Rica
Panama
Aruba
Curacao
Trinidad and Tobago,
Guyana
Surinam

Jamaica
Haiti
Turks and Caicos Islands
The Dominican Republic
Puerto Rico
The Bahamas
Grand Cayman
Bermuda
Martinique
Saint Lucia
Barbados

BRIDGESTONE

Firestone

SEIBERLING

bandag

CONTINUUM
Rethread Materials

Additionally, Bridgestone is responsible for the markets in Colombia and Ecuador.

The company sells its products on each of these markets through distributors (direct company

clients) that tend to the final consumer, corporate and government fleets. In all cases, the company

markets all three product categories.

BSCR Distributors

BSCR had support from 60 direct distributors in its different markets during 2013, accounting for 158 direct points of sale supplied with high quali-

ty products and technical training to employees. This chain of work generates employment sources, market coverage capacity and the professional-

ization of the tire market, causing a positive impact on the economic growth of each country.

TYPES OF TIRES



Automobile



Truck



Agricultural and off-the-road



Rethreading

BSCR DISTRIBUTORS 2014

Country	Bridgestone Points of Sale	Bandag Plants
Barbados	1	-
Belize	5	1
Costa Rica	39	2
Ecuador	1	-
El Salvador	34	1
Grand Cayman	1	-
Guatemala	56	1
Haiti	1	-
Honduras	25	1
Jamaica	13	1
Nicaragua	11	1
Panama	13	1
Puerto Rico	6	1
The Dominican Republic	16	1
Saint Lucia	-	1
Surinam	-	1
Trinidad and Tobago	5	1
Total	227	14



During 2013, the Family Channel program included 181 active points of sale identified with the Bridgestone-Firestone brands in Grand Cayman, Costa Rica, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Panama, Puerto Rico, the Dominican Republic and Trinidad and Tobago.

Establishment and release of the new business unit: *Car Club*

Back in November the company opened its new business unit, an automobile services center located next to the manufacturing plant.

The automobile services center or Firestone Car Club is a Latin American retail sales project for tires, services and related products like batteries, oils, brakes and more.

Costa Rica joins countries like Mexico and Brazil, where these service sta-

tions are already working and have shown important results, allowing the brand to have direct contact with final consumers and learn first-hand about their needs and new product opportunities.

Medium term expectations are to keep growing under the franchise concept and expand the model in the country.

The store concept was conceived as an environmentally responsible initiative, considering aspects such as electricity and water saving, as well as the proper disposal of waste materials like oil, cables and tires, which are processed through Fundellantas, an organization that treats and processes waste tires to avoid negative effects on the environment.

Product Responsibility

One of the priorities established by Bridgestone de Costa Rica is the development of strategies to offer solutions for the proper disposal of waste tires.

Therefore, the company maintains its approach, raising awareness among distributors about the importance of following proper waste tires disposal guidelines.

Additionally, support was offered to the Ministry of Economy in order to establish technical guidelines to regulate tire imports, which will guarantee compliance with minimum quality standards for products entering the country.



Associations and Organizations BSCR is part of:

- Business Development Association (AED)
- ALIARSE Foundation
- Costa Rican Association of Large Energy Consumers (ACOGRAE)
- Chamber of Services (CAMSCAT)
- Chamber of Industries
- Competitiveness Promotion Council (CPC)
- Costa Rican American Chamber of Commerce (AmCham)
- Chamber of Commerce
- Fundellantas

Obtained Recognitions²

- 2012 Preventico Empresarial Corporate Safety Excellence Award issued by the National Insurance Institute (INS)
- "Costa Rica Incluye" Award in the Physical Space Accessibility category
- Great Place to Work recognition as one of the best companies to work for in Central America and the Caribbean
- Blue Flag Ecological Program Award in the 'Actions to Face Climate Change' category
- Recognition from the Costa Rican American Chamber of Commerce (AmCham) in the Community Management Area thanks to the constant work building playgrounds and recreational areas with waste tires

Certifications:



INTECO
INSTITUTO NACIONAL TECNOLÓGICO DE COSTA RICA

INTE OHSAS 18001: 2009
Occupational Risk Prevention
Management System



INTECO
PRODUCTO
CERTIFICADO
016-CP-2007

INTE-ISO 9001: 2008
Product Approval
Seal

INTE-ISO 14001: 2004
Environmental Management
System



BASC
BUSINESS ALLIANCE FOR SECURE COMMERCE

BASC Standard –
Proprietary Safety
(Business Alliance for
Secure Commerce.
Version 4-2012)



LOTUS REGISTER QUALITY ASSURANCE
R
1000
ISO9001

ISO 9001: 2008
Quality Management Systems

ISO/TS 16949: 2009
Original Equipment Technical
Specification

Credentials:



ECA
Laboratorio de ensayo
Alcance de Acreditación No LE-041
Vigencia 07.05.2007 al 07.05.2012
Alcance disponible en www.eca.or.cr

INTE-ISO/IEC 17025:
2005
Laboratory Certification
BSCR Finished Product
Physical Tests (QA Lab)

INTE-ISO/IEC 17025:
2005
Measurement Equipment
Calibration Lab
Credential

2. For more information about recognitions received by the Company, refer to previous Sustainability Reports or visit www.bridgestone.co.cr

Mission

Serve society
with superior
quality

Vision

Be industry
leaders

Philosophy³

The entire business strategy is derived from the company's mission, always keeping a clear vision to be industry leaders.

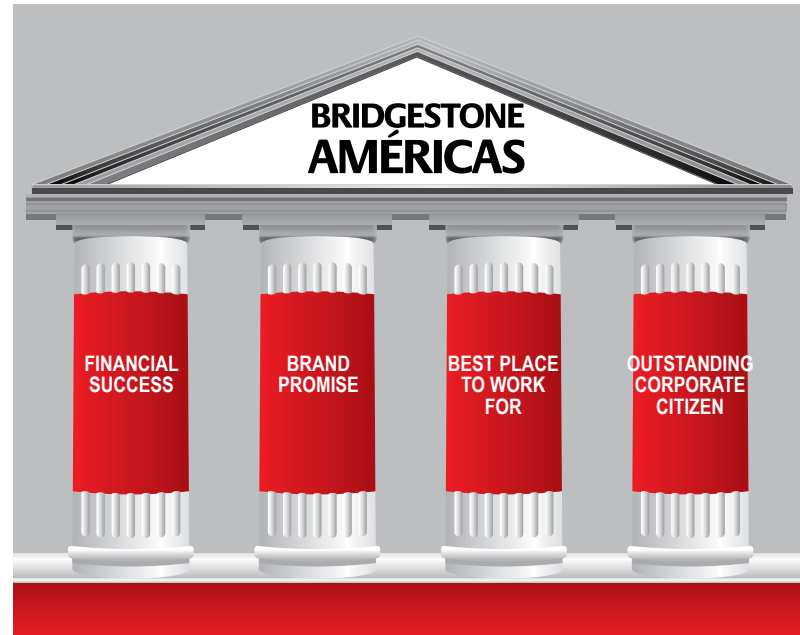
The Bridgestone Essence complements the corporate mission with four principles that not only lead the work of our associates, but also the projects developed by the company.

There are also four foundations that support and guarantee the compliance with our mission: financial success, brand promise, being the best place to work for and commitment to be an outstanding corporate citizen. These are supported by innovation as a

fundamental value for the company's daily work.

Additionally, Bridgestone has defined the "Road Rules" as the expected code of conduct for asso-

ciates who wish to reach our mission. These rules were defined after an extended exercise that included over 150 leaders from different Bridgestone Americas operations.



The Bridgestone Essence

ROAD RULES

1. "The Boss" no.1 (final user)
2. Promote innovation
3. Courage and honesty
4. Inclusion and collaboration
5. Active listening
6. Shared vision
7. Coherence

Mission

Serving Society with Superior Quality

Foundation

Seijitsu-Kyocho

Shinshu-Dokuso

Genbutsu-Genba

Jukuryo-Danko

3. To learn more about the implications of each one of the aspects from the company's work philosophy, refer to the 2011 and 2012 Sustainability Reports.

Corporate Social Responsibility Strategy

The company uses the Triple Bottom Line approach to guide its work, which is consistent with the CSR concept provided by the INTE/ISO 26000:2010 standard and its local version (INTE 35 01 01), adopted by BSCR from the beginning.

Additionally, as part of the main core of the business plan and the essence of corporate activities, Bridgestone de Costa Rica responds to and follows 22 strategic commitments⁴ defined by the Corporation and divided into 4 categories:



Work Process for Material Issues Related to CSR

Based on this philosophical approach, materiality analysis and permanent dialogue with its stakeholders, Bridgestone de Costa Rica has established three priority action areas for its CSR strategy, which go from the moment it starts the manufacturing process to the moment the tire has reached the end of its product life.

CSR Strategy Evaluation

BSCR uses the self-assessment method developed by the Business Association for Development as a way to examine the company's progress in regard to its CSR strategy. The

company also establishes an improvement plan with short term goals to advance toward its general vision.

Due to the positive results obtained during the past 4 years, the company decided to complete the self-assessment process every 2 years, meaning that the next application of this instrument will be conducted in 2014. This change will allow the company to have a longer implementation period for the development of follow-up plans and continuous improvement.

In 2013, the company focused on maintaining and improving the indicators reached in 2012, reinforcing work with the supply

chain and improving communication mechanisms with each audience.

Certification Process as a Socially Responsible Company

In April 2013, Bridgestone de Costa Rica started the preparation process for the national INTE 35-01-01:2012 Social Responsibility Management System certification, working in collaboration with the Business Development Association.

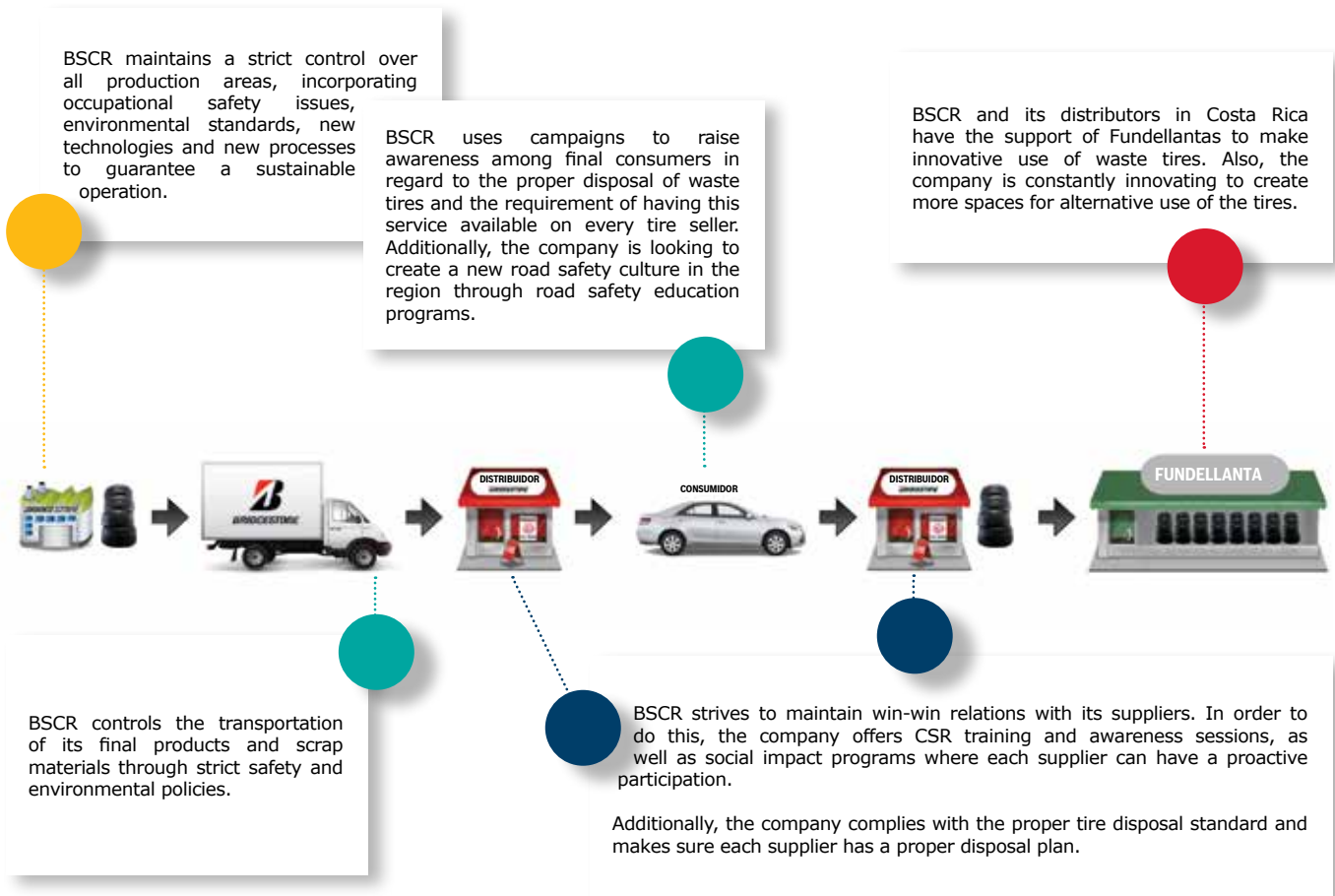
According to the requirements and the implementation plan developed by the work team, Bridgestone reached a 67% compliance level at the end of 2013, and this is expected to be completed during 2014.

BSCR invested \$450 000 during 2013 in material issues related to its Social Responsibility strategy.

4. To learn in detail about the 22 points defined by the Corporation, refer to the 2011 and 2012 Sustainability Reports.

WORK PROCESS FOR MATERIAL ISSUES RELATED TO CSR

Socially responsible production and marketing process



- Carbon Neutrality.
- Environmentally friendly manufacturing process.
- Awareness and training of suppliers and workers of BSCR (PACE).
- Conservation of flora and fauna (reforestation and recycling).
- Make Cars Green.
- Tire Pressure Program.



- Product Quality.
- Support and training to distributors.
- Education and awareness programs such as:
 - I Drive Responsibly (Yo Conduzco Responsablemente).
 - Think before you drive (Piensa antes de Conducir).
 - Making an Impact in schools.
 - Educational theater plays.



- The fight against dengue.
- Support for tire reuse projects (FUNDELLANTAS, play areas from used tire).
- Campaigns for cleaning and recovery of waste tires.
- Retreading

All these actions are performed with the support of:
VOLUNTEERS / CULTURE AND SPORTS / GREAT PLACE TO WORK

Stakeholders

The company defined its interest groups (or stakeholders) in 2007 through work sessions with the SR committee and external advisors.

In order to do this, they defined an interest group as one that can influence or be influenced by the decisions or actions of the company.

7 different groups with a permanent approach to the company were identified. This division is verified periodically in order to ensure that all interest groups are part

of the work developed by the company.

Approach to our Stakeholders

During 2013, the company continued its effort to establish permanent communication mechanisms with our different stakeholders with the objective of maintaining positive long term relations with each group.

The work considered the results and observations obtained during the first perception study held by the company in 2012, which included 4 groups:

community, suppliers, media and Government.

The study showed a positive perception from participants, who considered Bridgestone as a responsible corporate citizen thanks to its environmental and social management. Additionally, they highlighted the contribution of the company by generating employment and profits for the country through its exports.

The next perception study will be conducted in the 2014 / 2015 period and will expand the aspects covered in the first study.

STAKEHOLDERS APPROACH ACTIONS TAKEN DURING 2013

Clients

Subjects covered by the company are related to material issues such as road safety, proper waste tires disposal and the environment. In order to do this, different communication channels were actively used, including periodical meetings, Facebook, the Internet and the Bridgestone Expert program.

The customer service survey was developed to determine the strengths of the company and identify customer service improvement opportunities at a customer, country and complete chain system level.

Community

Close relations were maintained with the Municipality of Belen, supporting cultural and sports activities.

Meetings with different Municipality representatives were held.

The Municipality took part in the company's volunteer programs and the company maintained the community as a priority for volunteer work.

The 2012 Sustainability Report was presented during an accountability meeting.

Bridgestone People

The company shared its 2012 results and 2013 strategy with 100% of the associates during a complete day; clearing doubts, offering feedback and recognizing associates.

During the rest of the year, the company maintains an active communication policy that includes emails, information boards and materials such as the internal magazine.

Periodical evaluations about leadership were also completed and the company keeps an open door policy at all times.

Suppliers

The company maintained its training sessions about occupational safety and the environment. A total of 82 courses were completed with an attendance of 1005 people.

The Chain of Value project was continued.

Shareholders

Two shareholder meetings were organized in July and December with a representation of 99% of the company's shares.

Government

The company was actively involved in different discussion meetings and committees with organizations like AED, AMCHAM, the Chamber of Industries, ALIARSE and more. Meetings were held with the local and state government and the company started working with the Competitiveness Promotion Council as part of the Governance Committee.

Media

The company maintained an open communication policy with the media.

The 2012 Sustainability Report was presented to a total of 100 journalists from 27 different media outlets and direct questions from the media were answered.

Bridgestone de Costa Rica's Stakeholders Identification Process

The different sectors included on the stakeholders mapping process are assessed as part of the company's social responsibility strategy in order to:

- Determine changes in the level of involvement required by the company
- Analyze the impact of the company on its stakeholders and vice versa
- Ensure the integration of all stakeholders with the involvement strategy

In order to do this, the social responsibility committee uses the following methodology as a guide to determine if a particular group should be included as a stakeholder:







Environmental Scope

The Bridgestone Corporation is ruled by the commitment to work towards a sustainable society with integrity and unity with our clients, partners, communities and the entire world. This mission guides our work and environmental approach⁵ through three objectives:



Contribute to biodiversity through habitat improvement, environmental education and research.



Value natural resources to continuously improve their conservation through operational improvements and product design.



Continuously reduce greenhouse effect gasses emissions from the complete life cycle of our products, including CO₂.

Advances toward Carbon Neutrality

One of our priorities is the evaluation of our carbon footprint, which will allow us to maintain the commitment acquired with the national program in order to be Carbon Neutral by 2021⁶.

Just as the previous year, in 2013 Bridgestone de Costa Rica verified its greenhouse

effect gasses emissions report using a third party organization under standard INTE ISO 14062-1 Greenhouse gases - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.

This allowed BSCR to recalculate its emissions inventory due to the up-

date of the national emission factor for electricity.

The company had a bunker consumption rate of 5 957 285 liters and electricity consumption of 43 613 779 kWh during 2013. These values correspond to 95% of the total emission sources considered for the emission inventory.

5. For more information about Bridgestone's environmental policy, refer to previous Sustainability Reports or visit www.bridgestone.cr

6. To learn more about the methodology used by the company to determine its emissions, refer to the 2012 Sustainability Report.

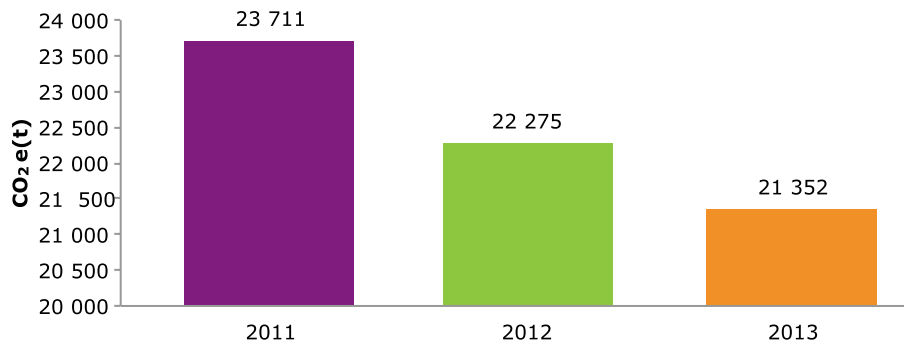
Additionally, the following indicators include measurements for carbon dioxide, methane and nitrous oxide, represented using equivalent carbon dioxide tons. The approach used by the company to consolidate emissions is operational control.

Greenhouse Gasses Emissions during 2013⁷

Scope	Emission Source	CO ₂ e Emissions (t)	Total CO ₂ e (t)
Scope 1. Direct emissions	Vapor production: Bunker or fuel oil combustion	17 989	21 352
Scope 2. Indirect energy emissions	Use of purchased electricity	3 363	

Emissions were reduced by 923 CO₂e tons during 2013 in comparison to emissions from 2012⁸, which represents a reduction of 4,14%.

BSCR GREENHOUSE GASSES EMISSIONS IN CO₂e(t)



⁹This result follows the continuity of projects developed in previous years, such as the compressed air leaks control program in different process areas, the installation of low energy consumption heaters, air conditioning

equipment control and the prohibition of equipment and products that contain ozone layer depleting substances¹⁰. The implementation of new projects was also completed during 2013, such as the installation

of 110 solar panels with 245W micro inverters at our President’s office.

Another implemented project is the installation of 56 LED lamps and a control panel to improve lightning in the process area.

7. EN15 and EN6 environmental performance indicators, GRI 4.
 8. EN19 environmental performance indicator, GRI 4.
 9. EN6 environmental performance indicator, GRI 4.
 10. EN20 environmental performance indicator, GRI 4.

Environmental Commitment for 2014

- To continue undertaking new energy efficiency projects in coordination with the Energy Efficiency Committee (PACE).
- To continue evaluating future emission compensation projects.

The company also continued working on the thermal insulation project for pipes, valves and other devices. These improvements avoid heat losses and are projected to produce savings of more than \$500 000 during a 15 year period.

Additionally, the nitrogen vulcanization press conversion project was continued, replacing bunker consumption in water vapor production. This system was installed in 10 vulcanization presses by the end of 2013, and the company expects to con-

clude the transformation for all presses included on the budget by 2016, creating savings of up to 30% in fuel consumption and reducing CO₂ emissions.

From Bunker to Biomass

The most important effort made during 2013 was the purchase of a biomass furnace. This project uses a material known as "Pellets" to fuel the furnace instead of using bunker. Pellets are made from wood waste materials like sawdust, compressed branches and other vegetable origin materials. This material

is 100% carbon neutral and allows a reduction in gas emissions, reusing materials generated by the more than 1 200 000 tons of wood produced each year in Costa Rica. It is estimated that this project will allow Bridgestone to reduce bunker consumption by 50%, taking a big step toward the goal of the company to be carbon neutral.

Modification work to install this furnace began at the end of 2013 and the company expects to have it working by the end of 2014.

In Harmony with Nature

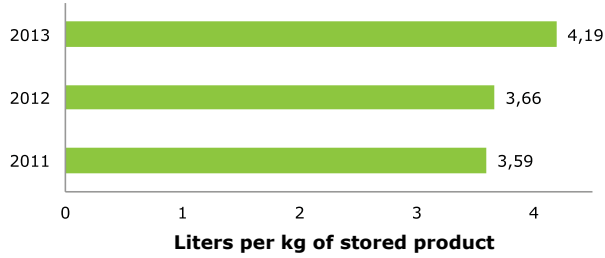
BSCR has been actively involved in developing activities to promote environmental education and biodiversity protection among its various interest groups. The following activities took place during 2013:

Activity	Description
Planting Trees in Sarapiquí	400 trees were planted in November 2013 along an area of the Sarapiquí River micro watershed in collaboration with 36 Bridgestone associates. The company worked with the Sarapiquí Chamber of Tourism, Municipality and FUNDECOR.
Environmental Fair	The company was part of the environmental fair organized by the Ministry of Environment in June 2013 in order to present Bridgestone's environmental management information to the public.
Paquera Beach cleaning activity	During the month of August, the company was part of a cleaning activity in Paquera Beach to collect solid waste around the area. This activity had a participation of 9 associates.

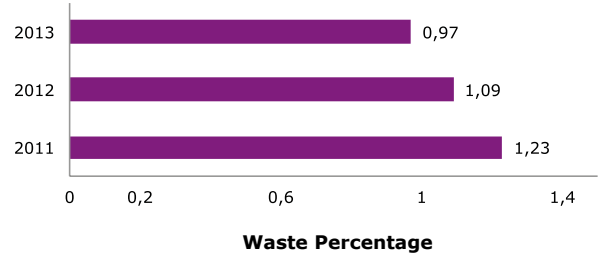
Environmental Indicators¹¹

Environmental indicators make up the tools by which BSCR demonstrates its commitment to the company’s main environmental goals. These procedures are measured, evaluated and reported monthly to all members of the company. All indicators are related to resource consumption or production generation.

WATER CONSUMPTION

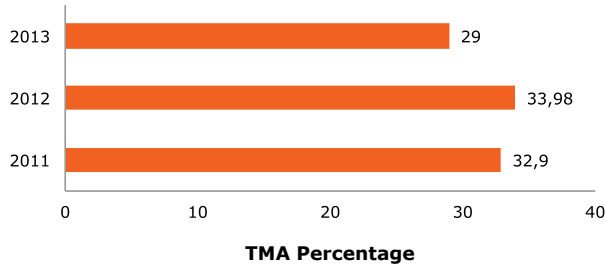


WASTE CONSUMPTION

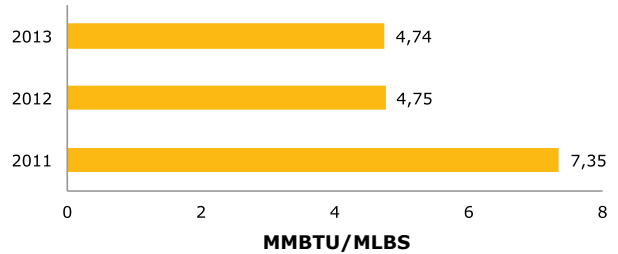


This indicator is related to production and was affected by a decrease experienced during 2013, as well as the repeated refill of the cooling and fire prevention systems.

TMA GENERATION



ENERGY CONSUMPTION



Indicador	2011	2012	2013	Parameter
Solvent Consumption	97,45	89,1	80,78	mL per assembled tire
Electricity Consumption	45 793	43 894	43 613	MWh
Bunker Consumption	6 602 251	6 253 169	5 957 285	L

11. EN3, EN5 and EN8 environmental performance indicators, GRI 4.

Production was slightly lower during 2013 in comparison to 2012, which created a decrease in consumption levels. This decrease also responded to the efforts made to continue improving these indicators. Some initiatives included:

Indicator	Activity	Improvement
Solvents	The company continued working on projects to eliminate the use of cement on some tire types, which means a reduction in solvent consumption through monthly consumption follow up.	Improved consumption control for materials used. Solvent consumption reduction.
Waste	The company worked on the properties of rubber compounds. Additionally, continuous and daily control was applied over work group trends for each production area. Training sessions were conducted and processes were standardized to reduce the amount of generated waste material.	Minimizing the generation of burning rubber. Timely control of events that may increase the production of waste materials.
TMA	Daily monitoring through TMA meetings where trends are analyzed and actions are defined. Left over material was controlled and slow movement rubber was tested.	Modification of compound conditions, process conditions and material handling, among others.

Solid Waste Management (materials sent to landfills)¹²

Waste segregation practices were reinforced during 2013 on each work place, as well as the location and painting of waste containers. Additionally, the company increased the return of packaging materials to suppliers for their reuse. These and other practices created a decrease in the percentage of waste sent to sanitary landfills to 10,5%, the lowest value reached so far¹³.



12. To learn more about the company's solid waste management practices, refer to previous Sustainability Reports or visit www.bridgestone.cr

13. EN23 environmental performance indicator, GRI 4.

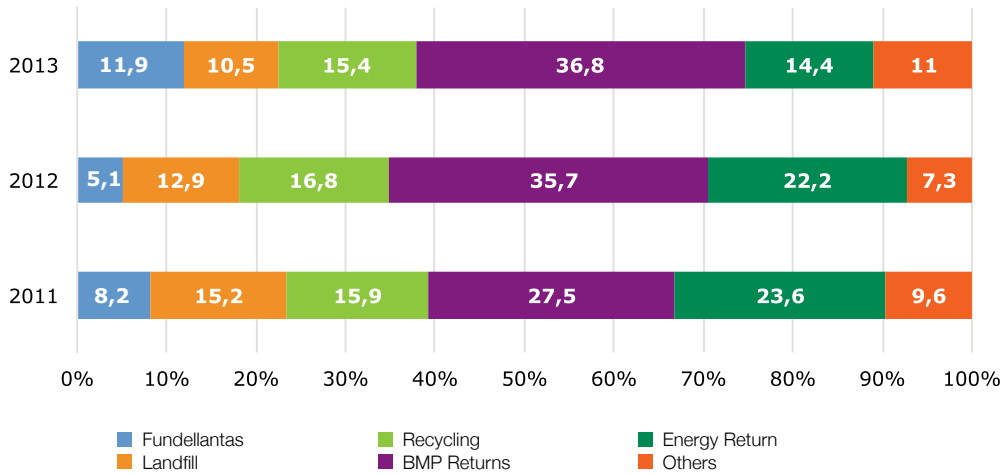
Waste Disposal historical facts¹⁴

As part of our corporate environmental strategy, BSCR aims at reducing the quantity of solid waste sent to landfills. In order to do this, the company established a control indicator known as “Zero

Waste”, which is aimed at reusing and recycling the highest percentage of waste generated at the company and only send to landfills waste materials that cannot be processed due to

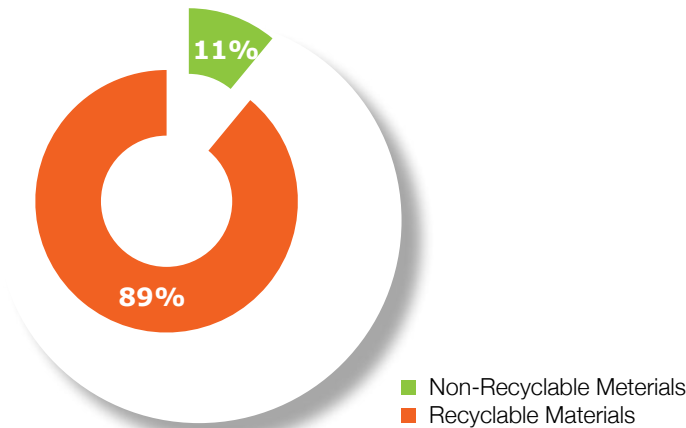
their characteristics and conditions. However, part of the commitment adopted by Bridgestone is to find an environmentally friendly solution to bring this indicator down to zero.

WASTE DISPOSAL HISTORICAL GRAPH



RECYCLABLE AND NON-RECYCLABLE WASTE

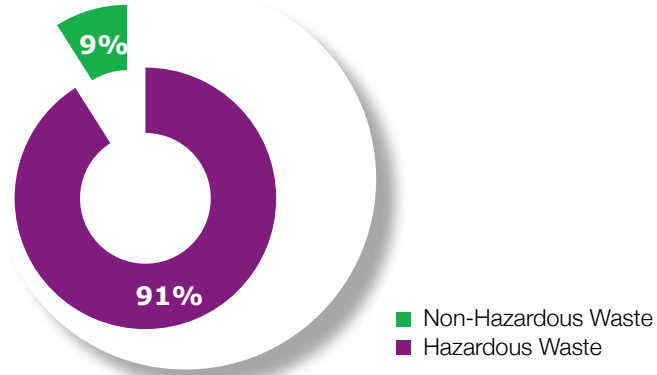
The amount of recyclable waste increased to 89% during 2013, in comparison to 87% during 2012.



14. The following concepts are important for a correct interpretation of the waste disposal historical graph:
 Fundellantas: this is the Costa Rican Ecological Foundation for the Recycling of Rubber and Waste Tires used by BSCR to process tires considered as scrap material.
 The recycling variable includes marketable waste materials like paper, plastic and glass sold through the Bridgestone de Costa Rica labor union (ASEFIRE).
 BMP Returns (Raw Material Warehouse) include packaging materials that are returned to suppliers for their reuse.
 The “others” category includes recycling returns.

HAZARDOUS AND NON-HAZARDOUS WASTE¹⁵

The quantity of hazardous waste was reduced to 9% in 2013, in comparison to 10% during 2012.



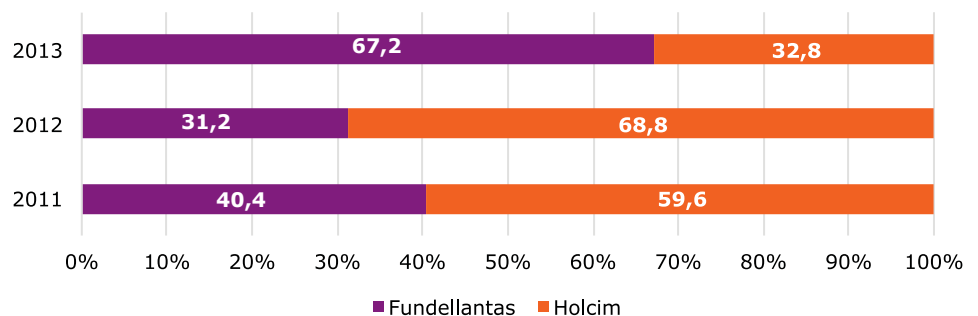
Tires processed per year by Fundellantas¹⁶

In 2013, Fundellantas collected 40 627 waste tires from BSCR, which were processed into 2 779 compressed bundles that can be used in different projects around the country to build retaining walls. Also, during 2013 the Foundation collected a total of 118 995 additional tires to the ones processed by BSCR.

BSCR Waste Tires Disposal

A total of 723,9 tons of waste tires was generated during 2012. This number was reduced by 0,75% during 2013, reaching a total of 718,5 tons.

WASTE TIRES DISPOSAL HISTORICAL GRAPH



15. EN25 environmental performance indicator, GRI 4.

16. To learn more about Fundellantas, refer to previous Sustainability Reports or visit www.fundellantas.org EN27 and EN28 environmental performance indicators, GRI 4.

Wastewater Treatment¹⁷

Two incident prevention tanks with a capacity of 17 and 48 cubic meters were built during 2013. These tanks work as a preventive measure, temporarily diverting and storing water during an

incident and returning it back to the water treatment system to avoid leaks into the receiving body.

Additionally, BSCR began working on a new wastewater reuse system during 2013, which will treat wastewaters

produced by the company, disinfecting and using them as part of the green areas irrigation system.

The following chart presents the results of the main parameters monitored in the final discharge level.

WASTEWATER TREATMENT PLAN PARAMETERS¹⁸

Indicator	2011	2012	2013	Maximum permissible limit
Biochemical Oxygen Demand (mg/L)	12	15,5	16,5	50
Total Suspended Solids (mg/L)	14,0	16,5	29,25	60
Chemical Oxygen Demand (mg/L)	48,25	55,5	55	100
pH	8,04	6,97	7,54	between 5 and 9
Flow (m3)	150,95	239,17	1 469	-
Sedimentable Solids (mL/L)	0,20	< 1,00	0,20	1
Fats and oils (mg/L)	7	8,4	18,75	30

During 2013, there was a flow increase in the Treatment Plant caused by the development of new projects with higher water consumption levels.

Environmental Tax¹⁹

According to the Environmental Tax for Dumping approved in 2008, the company monitors the Chemical Oxygen Demand (COD) and the Total

Suspended Solids in the waste treatment plant. The quality of the discharged water to its receiving body is ensured with the values obtained from these two parameters, as well as the treatment for all waste

water generated by the company.

Linked to this commitment and complying with national legislation, the company maintains strict standards to guarantee

17. To learn more about previous actions taken by BSCR in regard to wastewater treatment, refer to previous Sustainability Reports. EN10 environmental performance indicator, GRI 4.

18. EN22 environmental performance indicator, GRI 4.

19. EN26 environmental performance indicator, GRI 4.

compliance with this program and environmental guidelines. Thanks to this, there were no leaks, environmental incidents or any type of related claims during 2013²⁰.

Ecological Blue Flag Program

In 2012, Bridgestone presented reports to take part of the Ecological Blue Flag Program promoted by the Costa Rican Water and Sanitation Institute (AyA). Results were announced in 2013, highlighting BSCR as one of the companies recognized in the 'Actions to face Climate Change' category after obtaining 4 stars.

This program includes an evaluation of a series of indicators to show an improvement during the year that earns the

company the Blue Flag at the end of the evaluation period. Additionally, the program grants up to five stars to companies that have a waste management plan with some type of certification (ISO 14001, ISO 9001, ISO/TS 16949, INTE-IS/IEC 17025, BASC safety standard), an evaluation of the company's carbon footprint and carbon neutrality certification. Results will be published during the first three months of 2013.

The committee in charge of this program evaluated characteristics such as having a waste management plan, ISO 14001 and 9001 certifications and an evaluation of the company's carbon footprint.

During the same year, the company presented

new reports for the 2013 edition. Results will be published during the first semester of 2014.

Green Purchases²¹

In 2013, the company continued working on the program to promote the purchase of goods and services under environmentally friendly criteria. This initiative is aimed at minimizing negative environmental impacts, promoting a better use of natural resources and improving environmental management. It includes a self-assessment tool for suppliers and a verification visit made by the company.

Results for the first 10 selected suppliers are expected to be available during the first semester of 2014²².

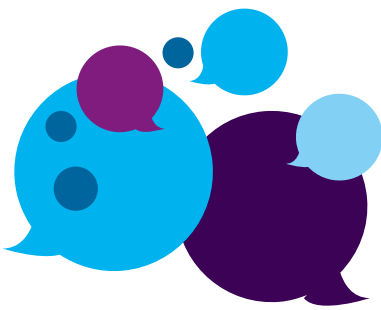


20. EN24, EN29 and EN34 environmental performance indicators, GRI 4.

21. To learn more about the Green Purchases program, refer to the 2012 Sustainability Report and the Economic Scope section of this report.

22. EN32, EN33 environmental performance indicators, GRI 4.





Social Scope

During 2013, the company maintained its efforts in material issues defined after the results obtained with the approach to stakeholders in 2012.

In the case of the social scope focused on the external side of the company, priorities include road safety, the fight against dengue fever and education about the impact and alternative use of waste tires. A third issue is related to the use and qualities of the product, as well as social investment strategies.

In regard to the internal side of the company, priority has been placed

on being recognized as one of the best companies to work for, building an organizational culture based on the Bridgestone Essence and focusing on associates.

Social Scope focused on the external side of the Company

Education and Road Safety

As a company that produces tires, Bridgestone de Costa Rica has established road safety education as an unavoidable commitment on its Corporate Social Responsibility strategy.

The company has been working on this issue for over 10 years and has created important alliances with entities like the Automobile Club, the Road Safety Council, the Ministry of Public Works and Transportation, the Ministry of Public Education and a variety of privately held companies.

All implemented strategies are aimed at improving road safety culture in the country, which in turn will translate into less accidents and deaths on the road.

Highlighted projects to promote Road Safety during 2013:

1. Alliance for a Better Road Safety Culture²³.

The objective of this public-private alliance is to promote a new road safety culture among students in elementary and high school, motivating safety habits on the streets.

The work at elementary schools has been focused on awareness talks complemented with the theater

play "Señales" (Signs), while the work with teenagers is implemented through a social media strategy based on the use of the Facebook page Epic-Fail, which had at the end of 2013, 31 255 likes and a scope of 4 219 on content visualization.



SCOPE AT SCHOOLS

6 000 students were able to enjoy the theater play "Señales"

174 students from 2 schools in the Belén area received the road safety training program.

500 students from the Liceo de Belén School were part of the roadshow sponsored by Bridgestone and organized by ALIARSE.

2. Tire Pressure Educational Campaign.

Tire pressure checking activities were continued during 2013 in different corporate parking lots, where users were alerted about the importance of a proper tire pressure control, learned how to

measure it and basic tire maintenance tips.

Additionally, the company organized two activities on the road as part of the National Road Safety Week, where drivers re-

ceived information about tire pressure measuring and were reminded about the 800-LLANTAS hotline, where they can ask questions related to tire maintenance and proper selection according to their needs.

3. Development of the "Bridgestone Expert" program²⁴.

This free hotline allows consumers to ask questions about tire related issued.

In addition to the 800-LLANTAS hotline, this initiative includes a website, which contains

relevant information and a live chat. Questions can also be sent to an email address.

Contact the Expert: www.expertobridgestone.com info@expertobridgestone.com 800 LLANTAS hotline

23. For more information about this program, refer to the 2011 and 2012 Sustainability Reports.

24. For more information about the program, refer to the 2012 Sustainability Report.

Questions received during 2013 were mostly focused on company products, their characteristics and tire pressure levels, and

the line has also become a way to locate distributors in the different markets where the program is active, being an effective

tool to maintain an active communication with final consumers.

SCOPE OF THE PROGRAM

1,775 calls received during 2013

61 questions answered through the live chat option and 47 emails received

Alternative tire use and the fight against Dengue Fever

Bridgestone de Costa Rica established the product's life cycle as one the foundations for its Social Responsibility strategy in December 2010, but the company has been looking for solutions to ensure a proper disposal of tires that reach the end

of their useful life since 2002. This need has been associated to the interest shown by the company to promote community spaces that promote education and improve quality of life.

With this idea in mind, the company has developed a permanent relation and active participation with the Ecologic Founda-

tion for the Recycling of Rubber and Waste Tires (Fundellantas).

This relation includes an annual contribution to support the organization and a joint effort in cleaning and waste tire collection campaigns led by the company in collaboration with the health authorities.



Highlighted projects related to alternative tire use and the fight against dengue fever during 2013:

1. Collection of Waste Tires.

There were massive collection events organized in alliance with the national social security entity in communities like Liberia, Nicoya, Cañas, Barranca, Alajuela, Alajuelita, Heredia and Santo Domingo. A total of 775 waste tires were collected during these campaigns.



2. Tarcoles River Cleanup.

BSCR has completed 3 cleaning campaigns along the sides of the river. Follow up and inspection activities were organized in 2013, but due to the weather conditions of the rainy season in 2012 it was determined that the next campaign will be conducted in 2014. An important aspect is that

during these inspections we were able to see a reduction in the number of tires exposed over the sides of the river.

3. Playgrounds and recreational areas.

Bridgestone is looking for ways to use waste tires as raw material to be reincorporated into the chain of use, providing added value by creating a playground or recreational area. This is not only solving important problems about the proper disposal of tires, but also creating necessary entertainment spaces, particularly in areas with few of these options due to their social or geographical conditions.

Thanks to this initiative, Bridgestone de Costa Rica was recognized by the Costa Rican - American Chamber of Commerce (AmCham) in the Community Management area.



STRUCTURES BUILT IN 2013

Playground in the Fatima community

Location: Desamparados

Structure: flower pots, recreational structures and tunnels

Construction date: June 2013



Playground at the San Jose Orphanage

Location: San Jose

Structure: flower pots, recreational structures and tunnels

Construction date: August 2013

Central Park in Curridabat

Location: Curridabat

Structure: flower pot

Construction date: December 2013



Volunteer Work Program

Bridgestone has different volunteer work programs managed and promoted by the company's volunteer manual.

A total of 5 418 volunteer work hours was registered during 2013, 641

more than in 2012 and 108 more than in 2011.

These projects were made possible thanks to 300 company volunteers that were able to benefit 11 801 people with their work and efforts.

The challenge set for 2014 is to incorporate

professional volunteer projects where the specific knowledge of each associate can be used. This project has been a goal since 2012 and we expect to apply the first professional volunteer project in 2014.

2013 Volunteer Program:

- 5 418 hours of volunteering
- 11 081 people benefited directly from volunteer work
- 300 volunteers from the company worked on different projects



2013 VOLUNTEER WORK CALENDAR

2013 activities	Activity description	Institution(s) who received the benefits	Number of volunteers	Number of hours (activity)	Total hours	Number of people who received a direct benefit
Environment Day celebration	Playground built with waste tires	Libertad park	5	6	30	500
Tire Pressure campaign	Preventive inspection and tire pressure measurement	Private companies	27	2,5	68	600
Road Safety Week celebration	Activity on the road	Final consumer	14	5	200	200
Blood donation campaign	Blood donation	National Blood Bank	23	1	23	92
Playground construction	Playground built with waste tires	San Jose Orphanage	27	8	216	120
Tree planting activity	Planting trees	Community of Sarapiquí	36	10	360	
Community service	Rebuilding a community center and donation of school supplies	Amubrie community in Talamanca	21	36	756	500
Alliance for a better road safety culture	Road safety educational activities	Schools in the Belén area	13	4	52	174
Playground construction	Playground built with waste tires	Ciudad de Luz community	18	7	126	152
Beach cleaning activity	Cleaning a beach in Paquera	Municipality of Paquera	9	24	216	
University support program	Guided plant visits and specialized presentations	National universities	21	11	231	705
Playground construction	Campaign to improve the Desamparados park in collaboration with different institutions	Community of Desamparados	16	7	112	
Community service	Contribution to improve the home of a company associate	Company associate	12	35	420	3
Electronic waste collection campaign	Electronic waste materials were collected	Country	12	10	120	
Playground construction	Campaign to improve the Curridabat park in collaboration with different institutions	Community of Curridabat	4	7	28	
Community service	Fundraising for children shelter	'Al niño con cariño' children association	6	12	72	35
Choir	15 presentations in festivals, schools and companies with the objective of sharing the values of the company through music	Hospital México Hospital / Alajuela Courthouse / San Pablo Church / Alvernia Retirement Home	28	51	1 428	2 000
Theater group	25 presentations of the "Signs" theater play and the Christmas play "Looking for Santa's assistant"	Schools in the community of Belén and company associates	8	120	960	6 000



Social Scope focused on the internal side of the Company

Bridgestone de Costa Rica considers that investing on its associates is a fundamental competitive sustainability strategy to retain motivated and efficient associates who feel identified with the company.

Managing talent within the company, work practices and employee conditions continued being part of the organizational priorities of the company during 2013.

Great Place to Work Survey²⁵

During 2013, the company continued working on the plan developed in 2012 to improve the indicators of the GPTW survey,

including the following activities:

- Internal forums to share good practices among leaders.
- The use of different communication and feedback support tools inside the company.
- A continuous improvement process paying attention to the voice of our associates to be more accurate with proposed projects.
- Individual study where leaders conduct an analysis exercise at a personal and department level²⁶.

The next GPTW evaluation will be conducted at the end of 2014 and the company's goal is to remain in the top 5 Costa

Rican companies with over 1 000 associates.

Company Philosophy

Bridgestone de Costa Rica functions under a work policy with strict compliance to local and international laws and regulations to make sure human rights, work practices, ethics and justice are respected.

The company safeguards a culture of integrity, mutual respect and diversity free from corruption; based on a code of conduct generated by Bridgestone Americas²⁷ for all subsidiaries along the continent. This code is shared with all associates, who must be aware of it and follow it the entire time they are part of the company.

Therefore, BSCR uses different internal protocols to condemn and prohibit direct or indirect child labor (through its suppliers who must also guarantee an operation that respects human rights and the protection of vulnerable groups²⁸).

Additionally, the company has established different work schedules that allow personnel rotation to avoid any situation that might be considered as forced work. In the case of associates who must work extra hours due to their work profile, the company offers different compensation and recog-

25. To learn more about the company's strategy to improve the indicators of the Great Place to Work survey, refer to the 2012 Sustainability Report.

26. LA11 social performance indicator, GRI 4.

27. Learn more about the company's code of ethics at www.bridgestone.com

28. HR5 social performance indicator, GRI 4.

Investing in training and personnel development allows the company to guarantee associate skills, favor internal mobility, reinforce a sense of belonging and improve profitability.

tion options, including schedule flexibility, personal recognition or bonus payment, etc²⁹.

In regard to discrimination issues, the company clearly opposes situations that could create a hostile, offensive or intimidating work environment. All these conducts are pointed out and restricted by the company's code of ethics.

The company continued its efforts to invest and generate accessible spaces for everyone, which resulted in being recognized with the 'Costa Rica Incluye' award in the Infrastructure Improvement category. There was also a commitment to analyze job position profiles to make changes in those that could allow the inclusion of people with disabilities.

In regard to personnel composition, Bridgestone

de Costa Rica had a payroll of 911 associates at the end of 2013, out of which 100% correspond to indefinite contracts and 68% to plant personnel. The company focuses its substantial operational work on the tasks performed by its personnel³⁰.

93% of the company's population is male, but BSCR has made efforts to increase female participation inside the company. This has created a change in the male/female ratio, going from 95/5 in 2000 to 70/30 in 2013. There is no difference in salaries and compensations for equal positions between men and women. Additionally, all salaries and compensations are above the minimum established by Costa Rican legislation³¹.

The company maintained its trend of not having any incidents related to

discrimination, exploitation, child labor or disputes such as strikes³².

Talent Retention

Bridgestone de Costa Rica manages human talent retention based on a comprehensive value proposal aimed at attracting, retaining, developing and motivating associates through a balanced and fair incorporation of monetary, physical, emotional, psychological and social aspects.

In 2013, the company also started implementing a new program aimed at training company leaders involved in the selection and hiring of new talent to provide them with the necessary tools to evaluate the required competences for available positions and guarantee a process aligned with the vision, values and philosophy of the company. As a result, 51 leaders were certified by this program.

Development strategy and Associate training³³

A total of 62 457 training hours was registered during 2013, which represents an average of 72 hours per associate³⁴. Training was mostly offered as e-learning courses, which allowed an optimization in course and seminars duration, unifying concepts in electronic versions.



29. HR6 social performance indicator, GRI 4.

30. LA12 social performance indicator, GRI 4.

31. LA13 social performance indicator, EC5 economic performance indicator, GRI 4.

32. LA16 social performance indicator, GRI 4.

33. To learn more about the actions taken by the company to train and retain talent, refer to the 2012 Sustainability Report.

34. LA9 social performance indicator, GRI 4.

In regard to the strategy used to develop and promote talent and associates identified as candidates for succession planning, BSCR included a new program during 2013 to support associates that show leadership skills and personnel management³⁵. areas and who are taking related studies, training them in administrative skills and personnel management³⁵.

Associate recognition initiatives organized during 2013		
Initiative	Description	Number of associates recognized during 2013
Honor Mention	Recognizes people who perform their functions outstandingly.	149
<i>President Award</i>	Recognizes people with a daily outstanding business contribution.	45
Perfect attendance	Recognizes attendance and punctuality during a one year period.	321
Seniority recognition	Recognizes the loyalty and growth of our associates inside the company as part of their professional development.	167 people with over 10 years in the company 58 people with over 5 years in the company
SAC Heroes (Safety, environment and quality)	Recognizes contributions related to process improvement and work methods through innovative ideas with a positive impact on safety, the environment and quality, both for processes and products.	20
Zero accidents	Recognizes management efforts for supervisors who kept their departments free from work accidents during a specific period of time.	21
Best GPTW Leader	Recognizes the leader with the best GPTW score in the company.	1

Comprehensive Personnel Development

Bridgestone de Costa Rica has established the development of health, arts and sports as fun-

damental areas for the quality of life of its associates. The company is constantly investing on the growth of its theater and choir groups, as well as the development of different sports and pro-

grams to improve health among associates.

A physiotherapy program was developed in 2013 to identify main health issues and generate a preventive and curative plan. A

35. LA10 social performance indicator, GRI 4.

physiotherapist visits work areas to educate associates about proper postures and stretching exercises. Associates with lesions were treated using state of the art electrotherapy equipment purchased by the company for this program.

The company's life insurance policy was increased and infrastructure improvements were made; including a new gym, bathroom and parking lot improvements, and the development of a health program that combines different alternative sports disciplines.

Bridgestone Citizens Formation Program

This program has been applied for the past 4

years and has a main objective of transmitting the Bridgestone Culture to the families and houses of our employees. A total of 184 associate's children or family members were part of the program during 2013.

Socioeconomic Study

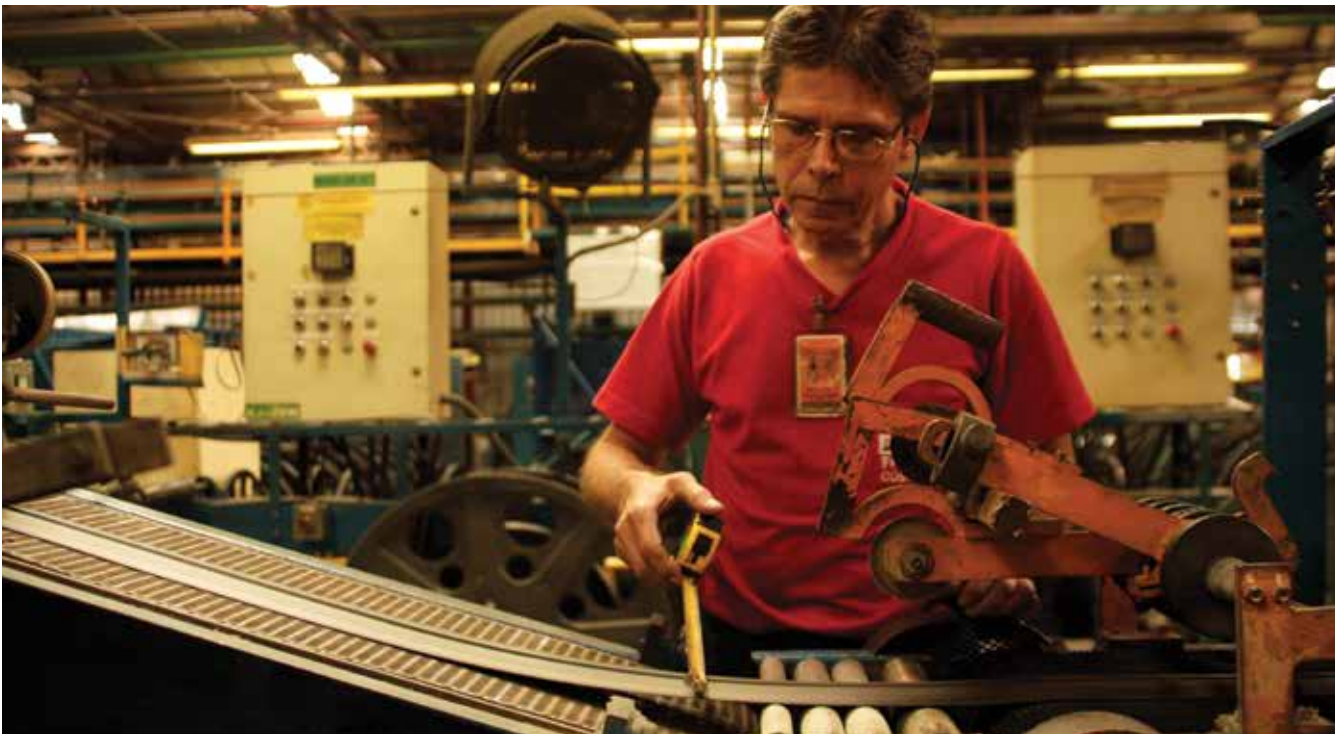
During 2013, the company generated an action plan³⁶ to support associates with high risk and vulnerability factors. As part of this plan, the company began a process to create an alliance with:

- The WEN Institute to educate the male population about current subjects.
- The Joint Social Welfare Institute (IMAS)

to combine preventive efforts related to socioeconomic aspects.

- The Boston Institute to support associates who wish to complete their high school studies.

Selected associates also received help with debt unification, access to housing purchase information and early retirement support in cooperation with the national social security entity.



36. LA10 social performance indicator, GRI 4.

Social Indicators

Safety and Hygiene

The company updated the Safety Mission declaration in 2013, containing the code of conduct and internal guidelines that all associates must comply with. This document presents safety as a fundamental value. The mission is centered on four safety activities: order and cleanliness, hazard prevention, risk analysis and safety measures compliance.

Additionally, the company continued performing a series of activities³⁷ focused on promoting safety, such as: SAC (Safety, Environment and Quality) tours, meetings between different departments, programs like “Supervisores cero accidentes” (Zero Accidents Supervisors), “Banderín por mérito de seguridad” (Safety Pennant Merit) and the activities of the KYT group (predicting danger before it manifests).

On top of this, the company conducted a review of hazard identification and risk analysis in compliance with the OHSAS 18 001 standard, which allowed the company to be clear about the current situation related to hazards and risks to make sure they are included on preventive programs.



Additionally, the company managed to complete 97,4% of the activities established in the Line Driven Safety program. This online program is aimed at making sure all leaders with assigned personnel establish simple safety activities to have a positive impact in the performance of all areas³⁸.

Incidence and Severity rates³⁹

The incidence rate reflects the frequency of accidents per every 200,000 hours of work.

In 2013, the company set an OSHA frequency rate under 2,8 as a goal and was able to close the year with a rate of 1,72.

On the other hand, the severity rate quantifies the number of workdays lost due to workplace accidents per every 200 000 hours of work. In 2013, the severity rate was 59,4, which is under the average rate of the other plants in the continent (108,3).

The Company maintained similar results to the ones obtained in 2012, which means safety goals were reached in 2013.

37. LA5 social performance indicator, GRI 4.

38. LA5 social performance indicator, GRI 4.

39. LA6 social performance indicator, GRI 4.

Perfect Attendance⁴⁰

In 2013, the number of associates who did not miss one day of work was of 321. This represent 53% of the target population, 6% less than the number reached in 2012

Personnel Turnover Rate⁴¹

In the past 5 years, the company has managed to keep this rate below its target of 0,70%; and

in 2013, the percentage obtained was of 0,34%. These results allow the company to label itself as a stable workplace where associates are able to grow.

Associate Participation in the Firestone Labor Union (ASEFIRE)

Bridgestone de Costa Rica believes in and respects the participation of its associates in Labor

Unions. Therefore, the company offers spaces inside the organizational dynamics to allow ASEFIRE to communicate and reach associates in a timely and effective manner.

At the end of 2013 the Association had 875 associates. This number represents 96% of the total number of BSCR employees⁴².

Detail of Employer and Personnel Contributions to ASEFIRE: as an additional benefit to our associates, and as part of labor union guidelines, the company makes a contribution to the funds of each one of the associates that are part of ASEFIRE. In 2013, this contribution increased from 6.5% to 7%. Below are the details for the contribution rates during the past three years:

Detail	2011	2012	2013
Personnel Contribution	\$3 732	\$4 062	\$4 844
Employer Contribution	\$4 992	\$5 599	\$6 976
Total	\$8 724	\$9 661	\$11 820

* The currency exchange rate corresponds to the one in force at the end of each fiscal year. Numbers are presented in thousands of dollars

40. LA6 social performance indicator, GRI 4.

41. LA1 social performance indicator, GRI 4.

42. HR4 social performance indicator, GRI 4.





Economic Scope

Bridgestone de Costa Rica is a company that complies with its fiscal, legal, social and environmental obligations. Additionally, BSCR is constantly verifying compliance with laws and regulations in regard to anti monopolistic practices and fair marketing⁴³.

All of these actions are taken based on the strong belief that the long term success of a company is only achievable when there is a genuine commitment to serve the best interests of the country and society the company is part of.

Thanks to the economic support generated by Bridgestone de Costa Rica, the company can destine the necessary resources to reach its environmental and social goals.

COMPANY PROFILE

Property regime and legal form information

Bridgestone de Costa Rica functions under a definitive regime, meaning that the company does not have any sort of fiscal incentive and is registered as a corporation⁴⁴.

Entities present in financial statements

- Bridgestone de Costa Rica S.A.
- Exportadora Bridgestone de Centroamerica S.A.
- Comercializadora de neumáticos de Costa Rica y el Caribe S.A.

Shareholder composition

- Bridgestone/Firestone Do Brasil Industria e Comercio Ltd. Céd. CEP 09015-901 (25,09%)
- Bridgestone Latin America Regional Holdings S. R. L. CED 3-102-548324 (73,52%)
- Other minority shareholders (1,39%)

43. To learn more about the way the company conducts its business, refer to the Bridgestone Americas ethics code.

44. EC4 economic performance indicator, GRI 4.

Economic Results⁴⁵

2013 was a year of stability and growth for BSCR. The company managed to reach its budget, maintain inventory levels under projected numbers and had a positive cash flow that reduced financial commitments with banking entities and related companies.

Additionally, the company developed a series of banking strategies to benefit distributors, so they could opt for credit lines with attractive interest rates that would allow them to make cash purchases. In 2014, BSCR will continue looking for alternatives to decrease accounts receivable and improve cash flow.

An approach to increase sales volumes in replacement markets in Central America and the Caribbean was maintained, as well as exports to our affiliates in Mexico and South America, particularly Colombia and Ecuador. These actions are aimed at strengthening leadership on each of the regional markets the company is part of.

Net total income was increased by 2% in 2013 when compared to 2012, both for replacement markets in Central America and the Caribbean as for the Latin American Intercompany channel.

COMPOSITION OF SALES BY MARKET (PERCENTAGE)

Sales	2011	2012	2013
Central America and the Caribbean	37,4	45,97	44,4
United States	54,3	40,15	41,5
Other markets	0,3	2,26	5,6
Intercompany	8,0	11,62	8,5
Total	100%	100%	100%

COMPOSITION OF SALES BY MARKET (DOLLARS)

Sales	2011	2012	2013
Central America and the Caribbean	\$92 475	\$109 627	\$108 006
United States	\$133 942	\$95 779	\$100 794
Other markets	\$725	\$5 393	\$13 698
Intercompany	\$19 793	\$27 720	\$20 517
Total	\$246 934	\$238 520	\$243 014

*Numbers presented in thousands of dollars.

45. EC1 economic performance indicator, GRI 4.

Bridgestone closed 2013 with total assets of \$167 848 and a net worth of \$125 240, while capital investments reached an amount of \$17 688 (numbers presented in thousands of dollars)⁴⁶.

Investments

In 2013, Bridgestone de Costa Rica paid a sum of \$8 861 885 dollars to the Treasury Department and invested over \$205 154 in production costs, 1,84% more than in 2012.

Additionally, capital investment during 2013 increased by 43,4% in comparison to 2012, with a total amount of \$17 638 (numbers presented in thousands of dollars); mainly in machinery, equipment and molds to modernize the manufac-

turing plant. These technological improvements are part of the environmental and commercial strategy of the company.

Indicators ⁴⁷	2011	2012	2013
Production Costs	\$209 250	\$201 441	\$205 154
Capital Investment	\$14 923	\$12 294	\$17 638
Taxes	\$8 060	\$8 552	\$8 861

**Numbers presented in thousands of dollars.*

Employee contributions and Social Security⁴⁸

At the end of 2013, BSCR had a total payroll of 911 employees, which resulted in a payment of \$7 223 045 dollars to Social Security⁴⁹ and \$6 976 312 dollars in employer contributions to the Solidarity Association⁵⁰.

Innovation and investment in the Production Plant

The main production challenge during 2013 was to continue the necessary technological changes to provide our plant with more flexibility and the ability to produce value added products that satisfy the needs of our clients and allow the company to become less dependent on exports to the United States.

The policies established by our company President determine that business and production objectives must go hand in hand with initiatives that allow us to strengthen our organizational culture, improve organizational climate and fortify a continuous improvement culture.

Among the obtained results, we managed to complete the installation of eight new assembling machines, eight segmented mold presses and the required work to install a furnace that uses biomass as fuel. This was done without affecting production levels, which reached 100%

compliance with the units established on the 2013 production plan.

Thanks to these investments, we were able to add over 30 new products to our production portfolio, since the machines installed can produce new lines released in

46. EC1 economic performance indicator, GRI 4.

47. EC1 economic performance indicator, GRI 4.

48. EC3 economic performance indicator, GRI 4.

49. The total amount paid to Social Security includes contributions for the IVM regime (disability, old age and death), sick leaves, maternity leaves, INA, IMAS, family allowances, labor capitalization fund, mandatory complementary pension fund and Popular Bank. LA2 Social Performance Indicator, GRI 4.

50. This number corresponds to the final cumulative amount at the end of 2013 as employer contributions.

2013 like Dueler HT 684, Dueler AT REVO II and, for the first time, rim size 18 tires.

We also advanced in the implementation of nitrogen vulcanization, a technology installed in 2012 that allows a reduction on energy consumption and our carbon footprint, decreasing the environmental impact of the operation. Other similar projects include

the installation of solar panels in our President's office and the controlled lightning system project.

In 2014, the company set the goal of installing 3 new assembly machines and 12 presses with different sizes, as well as production equipment that includes a new compact extruding machine.

Another project started in 2013 is the conversion process of one of the bun-

ker fueled furnaces in order to use solid renewable fuel made from organic material (biomass)⁵¹.

The project represents an investment of over \$2 million dollars and will be financed under the shared savings system, meaning that each of the involved companies (Bridgestone, Pelletics and Ecosolutions) contribute with resources to complete the project.

INVESTMENTS VS. SAVINGS⁵²

Technology/equipment	Investment	Projected savings
Biomass furnace installation and nitrogen system implementation	\$4 200	Annual savings of \$1 600
Solar panels at President's office	\$86	Annual savings of \$8,6
Controlled lightning system for BB2	\$75	Annual savings of \$5,6
Thermal insulation for pipes and accessories	\$42	Annual savings of \$46,7

**Numbers presented in thousands of dollars.*

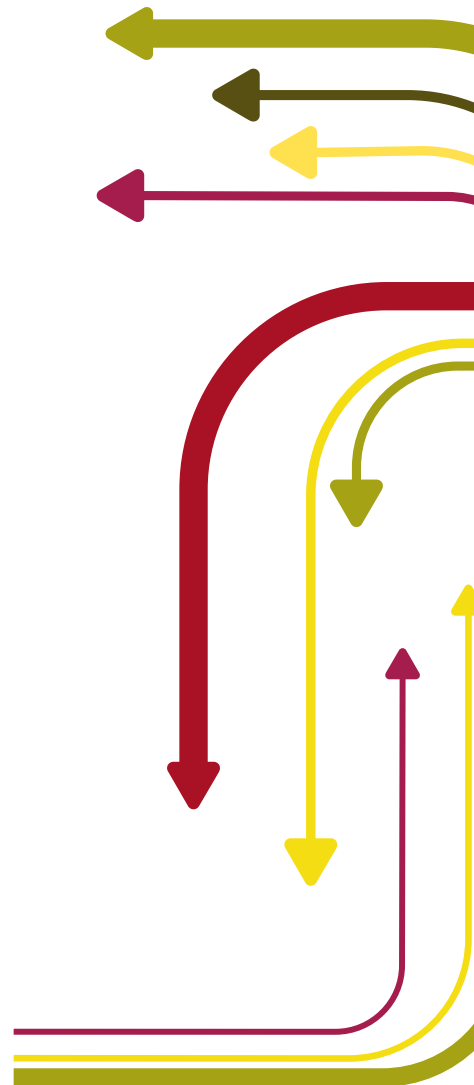
Relations with Suppliers

Thanks to its different value chain processes in Costa Rica, Bridgestone generates a contribution to the economic growth of the country and supplying companies. In 2013, the company sub-

contracted various services from 800 suppliers, who must know and accept the Social Responsibility Policies of the procurement department⁵³.

Additionally, the company has designed different initiatives to diagnose the level of knowledge

and compliance with sustainability concepts of its suppliers. Medium term plans include the alignment with the principles promoted and practiced by the company through training sessions and guidance.



51. Read more about the new technology on the Environmental Scope section.
 52. EC7 economic performance indicator, GRI 4.
 53. Refer to this policy to learn about the principles used by the company to align supplier relations.



Some of the most important projects in this area include:

Value Chain

The Value Chain project started by the company in 2012 in collaboration with the Business Development Association (AED), the German Organization for Technical Cooperation (GTZ) and the Organization for MSMEs Business Development (FUNDES) was continued during 2013. This project provided BSCR suppliers and clients with training in subjects related to sus-

tainability and corporate social responsibility.

The process was completed with 4 suppliers and 2 selected clients. The main advances of the project included the completion of the assessment and action plan design stages, as well as creating the code of ethics for the companies, strengthening relations and loyalty, and aligning Bridgestone's sustainability concepts with the selected companies.

The goal for 2014 is to increase the scope of the program to at least 20 companies. In order to do this, we are working on modifying the methodology to allow massive transmission of our concepts. The medium term objective is to align all company suppliers with our sustainability and social responsibility concepts⁵⁴.

Green Purchases

The project is aimed at aligning purchase criteria with sustainability principles in order to make suppliers part of this business model to improve the social, economic and envi-

ronmental development of the country.

During 2013 the company started evaluating selected suppliers to verify compliance with environmental, social, health and work safety requirements.

This verification included a self-assessment from the supplier and a visit from the Environmental Department to qualify and categorize suppliers.



54. LA15 social performance indicator, GRI 4.



Indicators



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OECD: Linkage to OECD Guidelines for Multinational Enterprises
 UNGC: Linkage to UN Global Compact 'Ten Principles'

We want to know your opinion

Please fill out the following form and fax it to (506) 2209-7301 to the attention of Ana Arce or e-mail it to: servicioalclientecr@la-bridgestone.com

	Very Good	Good	Regular	Poor
General Opinion about the Report				
Relevance of the Information				
Composition and Language				
Design				

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Sustainability Report 2013
Our environmental, social, and economic contribution to society

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