

From Side of Desk to Boardroom:

Making the Business Case for Volunteering with Bridgestone

UNLOCKING PURPOSE, PRODUCTIVITY &
PERFORMANCE THROUGH STRATEGIC VOLUNTEERISM



Our Panel



Laura Burroughs
Senior Consultant (NA),
B4SI

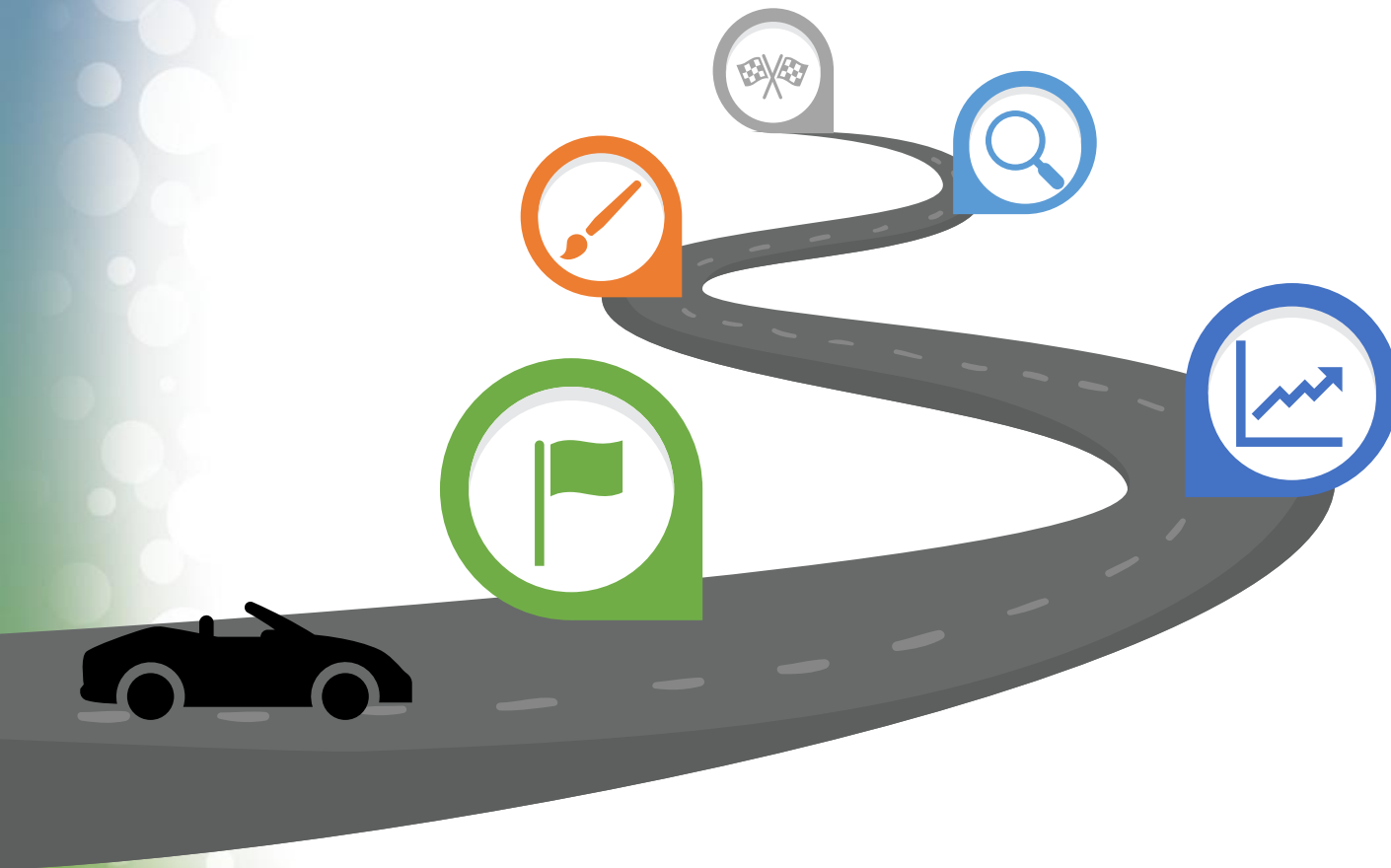


Victoria Veber
Senior Consultant (EMEA),
B4SI



Wade Munday
Director, Corporate Philanthropy
& Social Impact,
Bridgestone

Agenda



Introduction

Strategic measurement the B4SI way

Global Trends

Trends in volunteering and impact measurement

Examples

Examples to bring it all to life

Case Study: Bridgestone

Volunteering Strategy & Impact

Q&A



Welcome & Session Overview



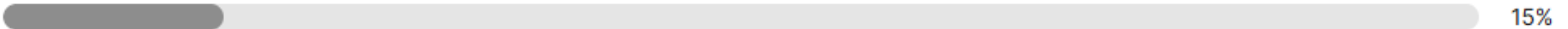
How does your company see volunteering?

Results: How does your company see volunteering?

Expendable, unimportant to the business



Supplementary, a nice to have



Vital, clear impact and benefits



Somewhat important, sees some business value





What do you think are some of the benefits of employee volunteering?

Results: What do you think are some of the benefits of employee volunteering?



Corporate Volunteering: A Strategic Lever

GLOBAL DRIVERS SHIFTING VOLUNTEERING FROM NICE TO NECESSARY



**Embedding
impact
across the
business**

**More companies are
aligning their social
impact and
volunteering across
the business**



**Improving
morale and
retention**

**Volunteering results
in increasing
employee
satisfaction and
retention rates**



**Focusing on
credible,
transparent
data**

**Measuring and
reporting around
volunteer efforts**



**Addressing
emerging
gaps and
inequities**

**Supporting
funding/staffing
gaps for
nonprofits to
mitigate social
risks**



**Attracting top
talent**

**Today's workforce
is deeply concerned
about companies'
environmental and
social commitment**

Strategic Measurement the B4SI (high)way

Business for Societal Impact (B4SI) – the global standard for maximizing corporate Social Impact

A practitioner-led network with a common measurement language providing effective management practices and benchmarking insights.

Alliance
Member



TASKFORCE ON INEQUALITY
and SOCIAL-RELATED
FINANCIAL DISCLOSURES

Commissioner
Organisation



World Business
Council
for Sustainable
Development

BCTI
The Business Commission
to Tackle Inequality

Collaborator
(Social Procurement)

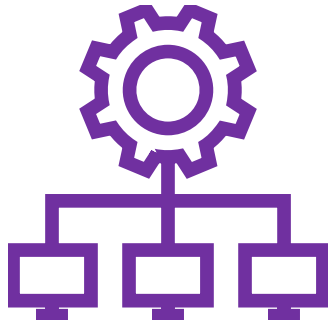


B4SI management reporting metrics provide data that can be used with various standards, regulations, and investor lenses.

Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CSA



Being part of B4SI provides...



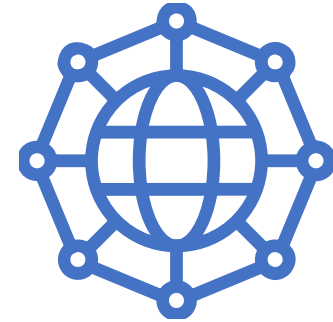
FRAMEWORK

Globally recognised robust measurement standards enabling credible evidence based metrics for reporting to internal & external stakeholders



MANAGEMENT TOOLS AND GLOBAL BENCHMARK

Measurement and management resources providing unique global insights to inform decision making



GLOBAL NETWORK

A forum for connecting, learning & innovating

B4SI Framework

Our Corporate Community Investment in 2023*



INPUTS



OUTPUTS



IMPACTS

Community Investment Route

Donations to, and partnerships with community organisations

31% obtained behaviour or attitude changes

Business Innovation for Social Impact Route

Developing or adapting core business activities for defined social impact

Impact on employee participants****

Procurement for Social Impact Route

Diverting procurement spend to suppliers that aim to have a social impact

How, Why, What



QBE

Social Output
Business Output
Leverage

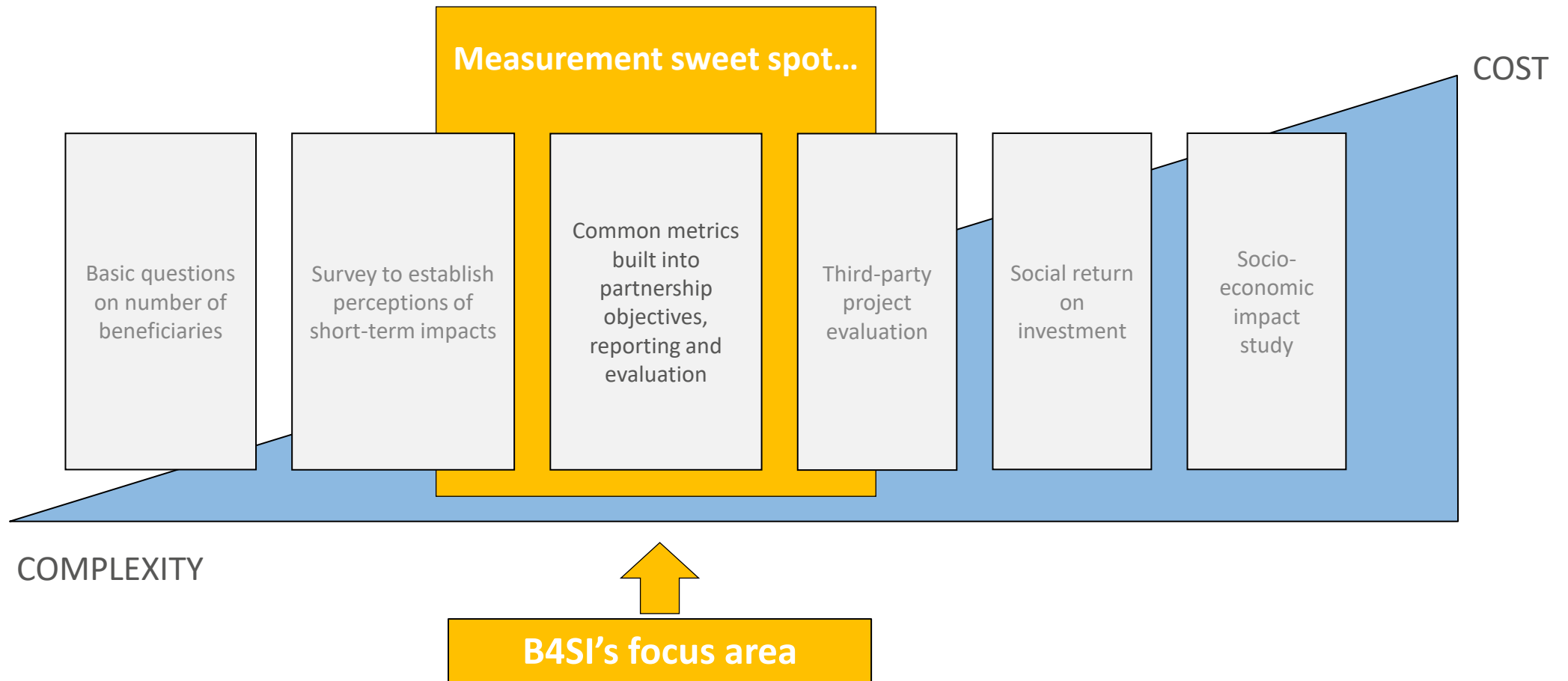
Social Impact
Business Impact

COMMUNITY NEED	IMPACTS	INDICATORS	B4SI METRICS		COMMUNITY NEEDS ADDRESSED
			TYPE	DEPTH	
Building understanding of risks associated with natural disasters	People are aware of risks associated with natural disasters	% change in people reporting difference in understanding	Behaviour	Connection	Safer and resilient communities who are prepared and can respond and recover from natural disasters
Increasing capacity of people to respond to natural disasters	People know how to respond to and mitigate the impact of natural disasters	% change in people with intention to take action	Behaviour	Improvement	
Supporting mental resiliency in communities affected by natural disasters	People are able to cope mentally/have increased resilience to deal with natural disasters	% change in people that have taken action	Skill or personal effectiveness	Transformation	
Improving partners' ability to respond to emergency	Partners' workforces are better prepared in responding to natural disasters	% change in people that feel more prepared/able to cope	Behaviour	Connection	
		% change in workforce feeling more prepared to respond to emergencies	Impact on community organisation: Improved existing/delivered new services		






(* Data calculated in accordance with B4SI methodology based on voluntary expenditure by Inditex on Corporate Community Investment projects during the financial year 2023. The average exchange rate of financial year 2023 was used to convert contributions into euros. (**) Additional resources contributed to a community organisation or activity that come from sources

Community beneficiaries 324,198

B4SI focus - balancing cost & complexity



Impacts – what changed?

SOCIAL	BUSINESS	ENVIRONMENTAL
 Impact on individuals  Impact on organisations	 Impact on employees  Impact on business	 Impact on nature
<div data-bbox="300 868 476 1005"> Type of impact <ul style="list-style-type: none"> • Behaviour/attitude • Skills • Quality of Life </div> <div data-bbox="300 1043 476 1180"> Depth of impact <ul style="list-style-type: none"> • Connection • Improvement • Transformation </div>	<div data-bbox="1042 873 1217 1011"> Employee impact <ul style="list-style-type: none"> • Job-related skills • Personal impact • Behaviour change </div> <div data-bbox="1042 1048 1217 1185"> Business impact <ul style="list-style-type: none"> • HR benefits • Stakeholder relations • Business generated • Operational improvements • Brand awareness </div>	<p><i>In development through Natural Capital Working Group</i></p>

Global trends* in volunteering impacting the future of business

*A DATA EXCLUSIVE FROM THE B4SI BENCHMARK

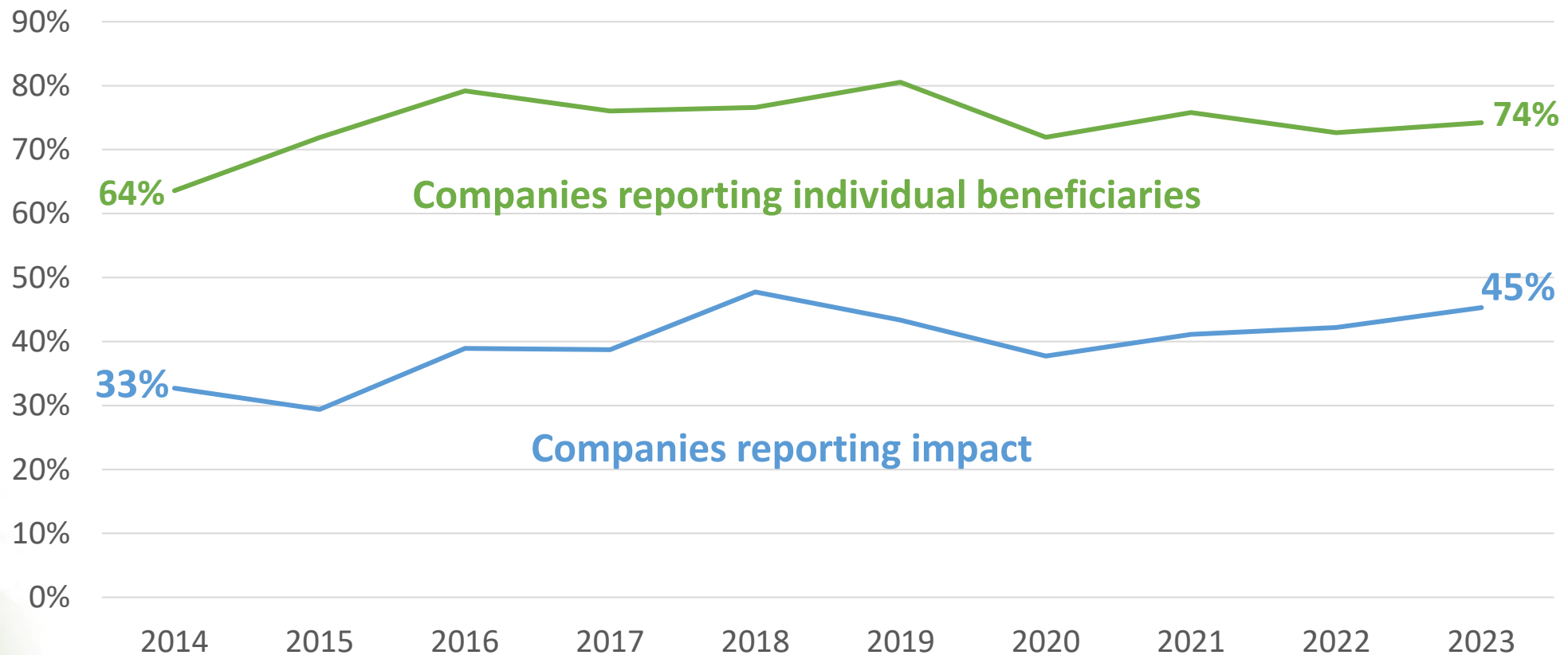
Benchmarking across the Network

From **\$100 M**
to **\$100 B**
in Revenue

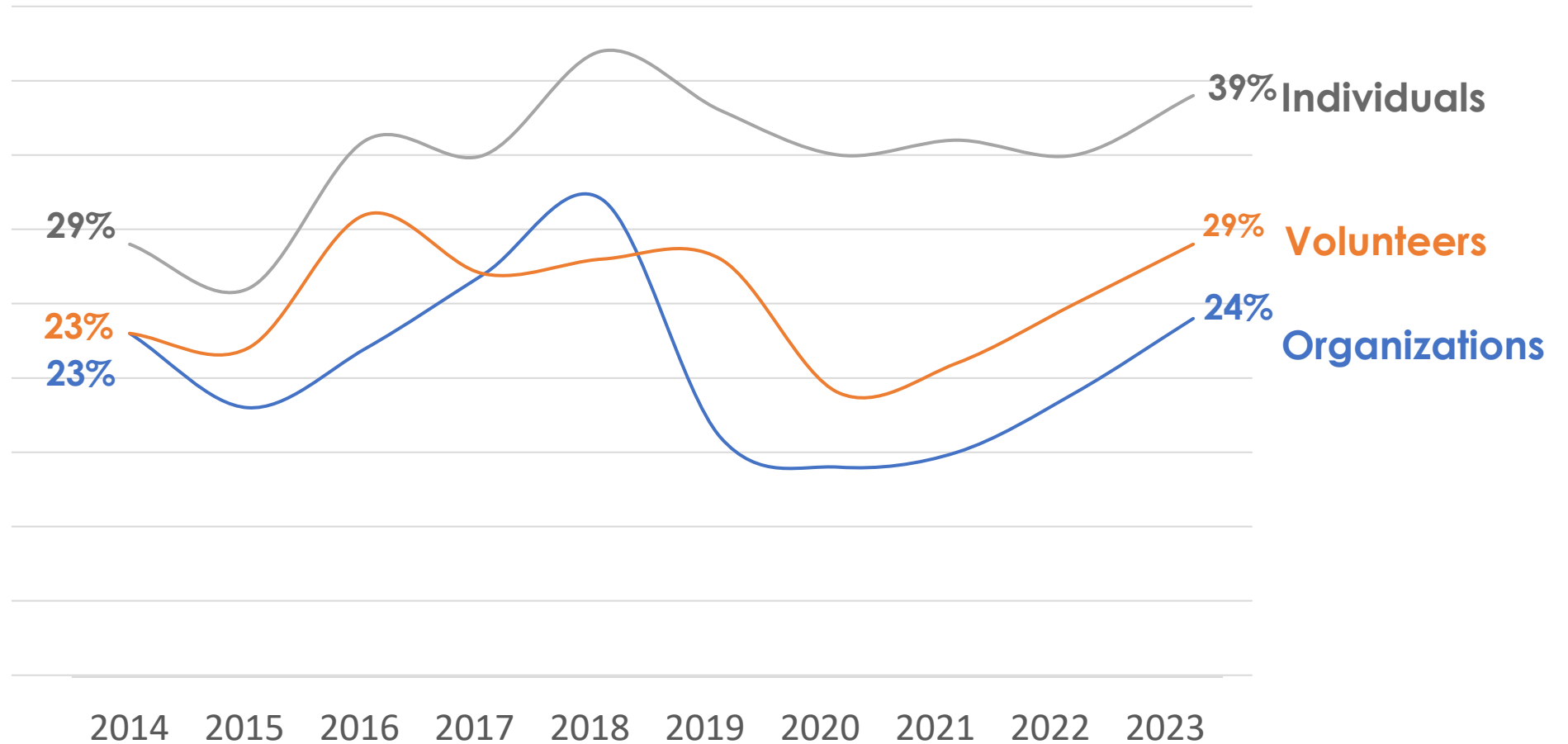
From **20** to
over **700 k**
employees

Increasing Output and Impact Measurement

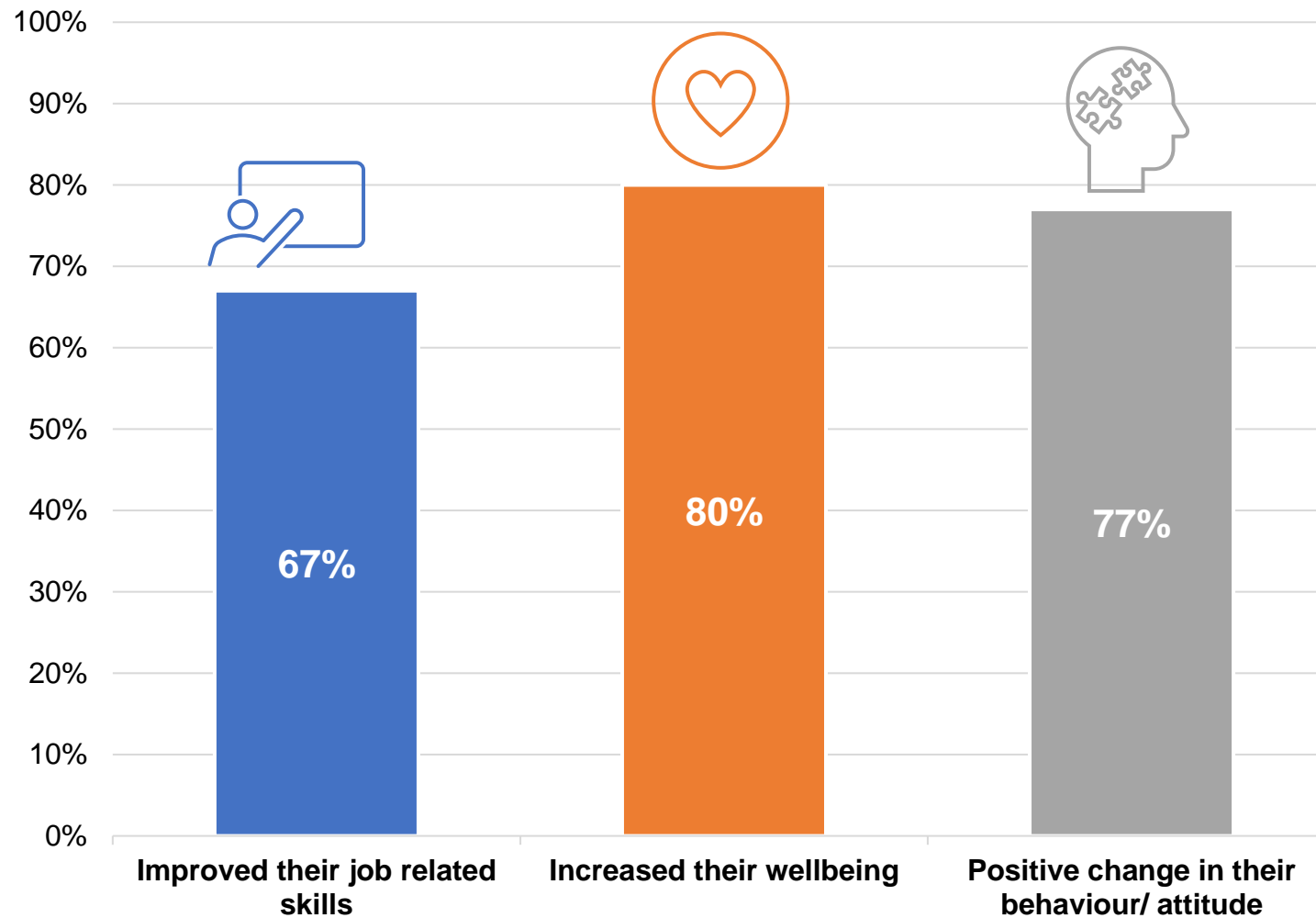
HOW MANY COMPANIES REPORT?



What impact is being measured?



Impact on the business – employee volunteers





What is your company measuring when it comes to volunteering?

Results: What is your company measuring when it comes to volunteering?

Number of volunteers



77%

Cost to company of volunteer time



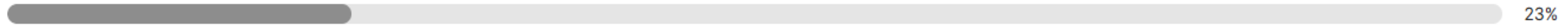
0%

Impacts on employees



0%

Other impacts



23%

Isn't being measured currently



0%

Bringing it to Life

EXAMPLES FROM THE GLOBAL NETWORK

Amadeus: Reporting impacts on employees

B4SI MEMBER CASE STUDY

Amadeus' social commitment in 2024: contributing to local development through technology, people and global travel*

What we've invested in the community

€3.6M+

total value of community investment

32,000+

hours dedicated by staff

What we've achieved as an outcome

4,800+

staff took part in activities

280+

total number of projects

81

sites

230+

organizations empowered and supported

120K+

direct beneficiaries

50

countries

Examples of how we've made a difference

Amadeus community impact programs

Of the surveyed volunteers



90%

responded that they've improved their awareness of wider social/environmental issues



91%

reported an improved sense of well-being and happiness



83%

responded that they're more likely to undertake more volunteering



96%

reported that they're more likely to recommend volunteering to a colleague

*Amadeus follows the B4SI (Business for Societal Impact) methodology for community investment calculation.



Sky: Developing professional soft-skills



B4SI MEMBER CASE STUDY

- Befriending programme – part of the ‘Time to Care’ Program – in partnership with Age UK
- Aim of initiative – to **tackle loneliness**, an issue highlighted from the COVID-19 pandemic
- **1,000 call-centre staff** volunteer one hour a week by having a ‘friendship chat’
- Through implementing “**micro volunteering**,” **Sky engages employees** who may not have engaged in employee volunteering



Business buy-in

- Volunteering enables employees to develop skills such as **communication** and **listening**
- Skills are directly **transferable to their roles**, making employees more effective with customers.

RELX: Retention and measuring impact

B4SI MEMBER CASE STUDY

2018 objective:

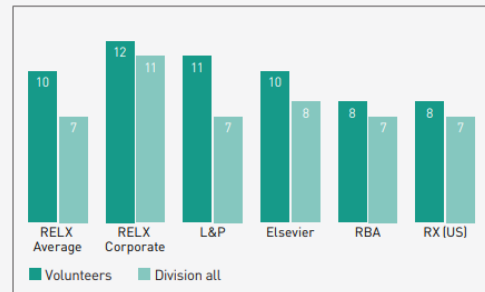
Research impact of RE Cares on staff retention

In 2018, we explored the positive business impacts of volunteering.

In 2018, 42% of employees were engaged in volunteering, and a total of 11,720 days of company time donated to support not-for-profits. Employee feedback on volunteering shows that RE Cares is a positive force within the business. In 2018, we explored the business impact of volunteering.

We used a sample of 9,000 colleagues looking at volunteer time logged over three years alongside start dates and length of service. While not a causal relationship between volunteering and retention, the numbers showed a strong correlation.

AVERAGE TENURE (YEARS) BY DIVISION



Impact

In accordance with the B4SI model, we monitor the short- and long-term benefits of the projects with which we are involved. We ask beneficiaries to report on their progress to increase transparency and engagement.

In addition, we survey RELX Cares volunteers on the impact the programme has on their work following each volunteer activity. In 2023, we received over 17,800 responses, 90% of respondents said their motivation and pride in the company had increased as a result of volunteering and 88% said they had experienced a positive change in behaviour or attitude as a result of volunteering.

90%

increased motivation and pride in company

88%

experienced a positive change in behaviour or attitude

Community²

Total cash and in-kind donations (products, services and time (£m))

9.2 9.2 10.4 12.3 **12.4**

Market value of cash and in-kind donations (£m)

18.7 17.6 20.6 22.6 **23.4**

Percentage of staff volunteering (%)³

45 26 32 36 **36**

Total number of days volunteered in company time

12,127 6,821 10,362 12,830 **16,529**

SAP: Volunteering as professional development

B4SI MEMBER CASE STUDY

- Developing future leaders who think with a **CSR mindset**
- Builds strong **leadership competencies**, which in turn leads to greater **collaboration, innovation**, and **trust** among each other and with **customers**
- CSR activities represent an alternative form of **experiential learning** that can be incorporated into our **professional development plans** and goal setting
- SAP employees looking to gain experience to **advance** into new roles at the company are pointed to skills-based volunteering



Supporting pro bono consulting as employee development

Pro bono consulting programs such as SAP Social Sabbatical invest in employee engagement, experiential learning, and leadership development for outcomes including:

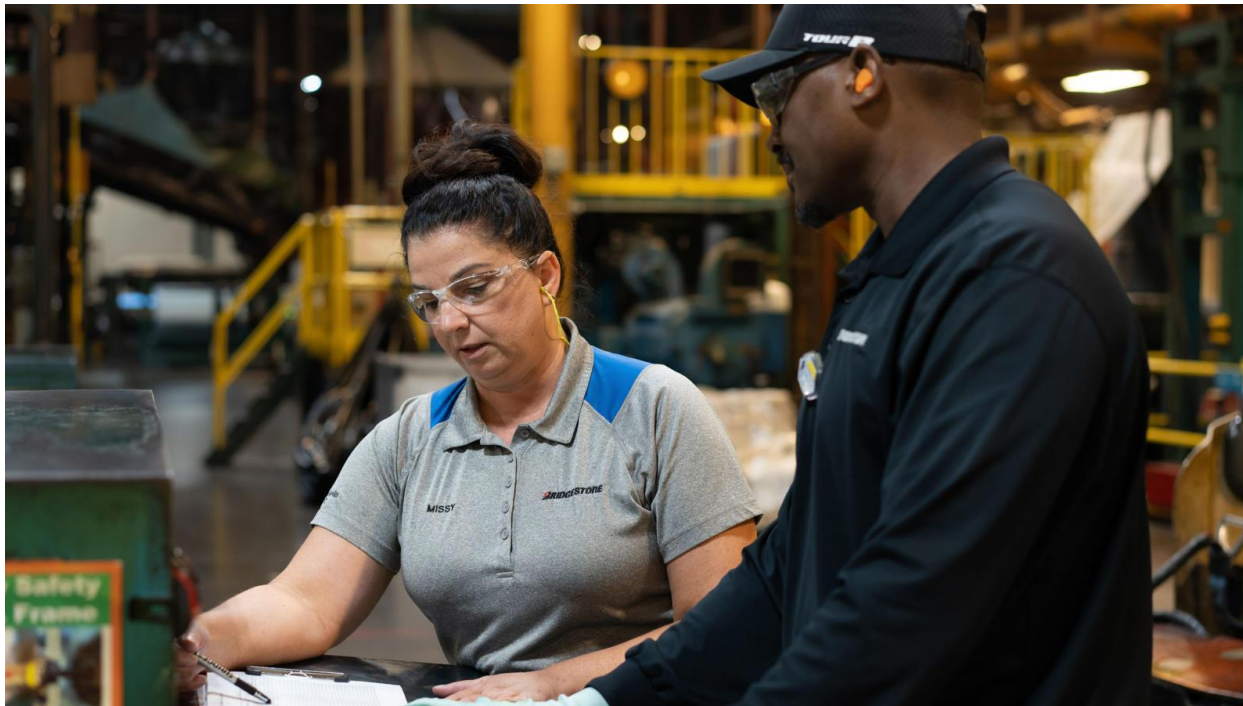
- 74% of employees report a positive long-term impact on their professional careers
- 86% increased collaboration abilities with diverse colleagues

Bridgestone's Volunteering Strategy & Impact

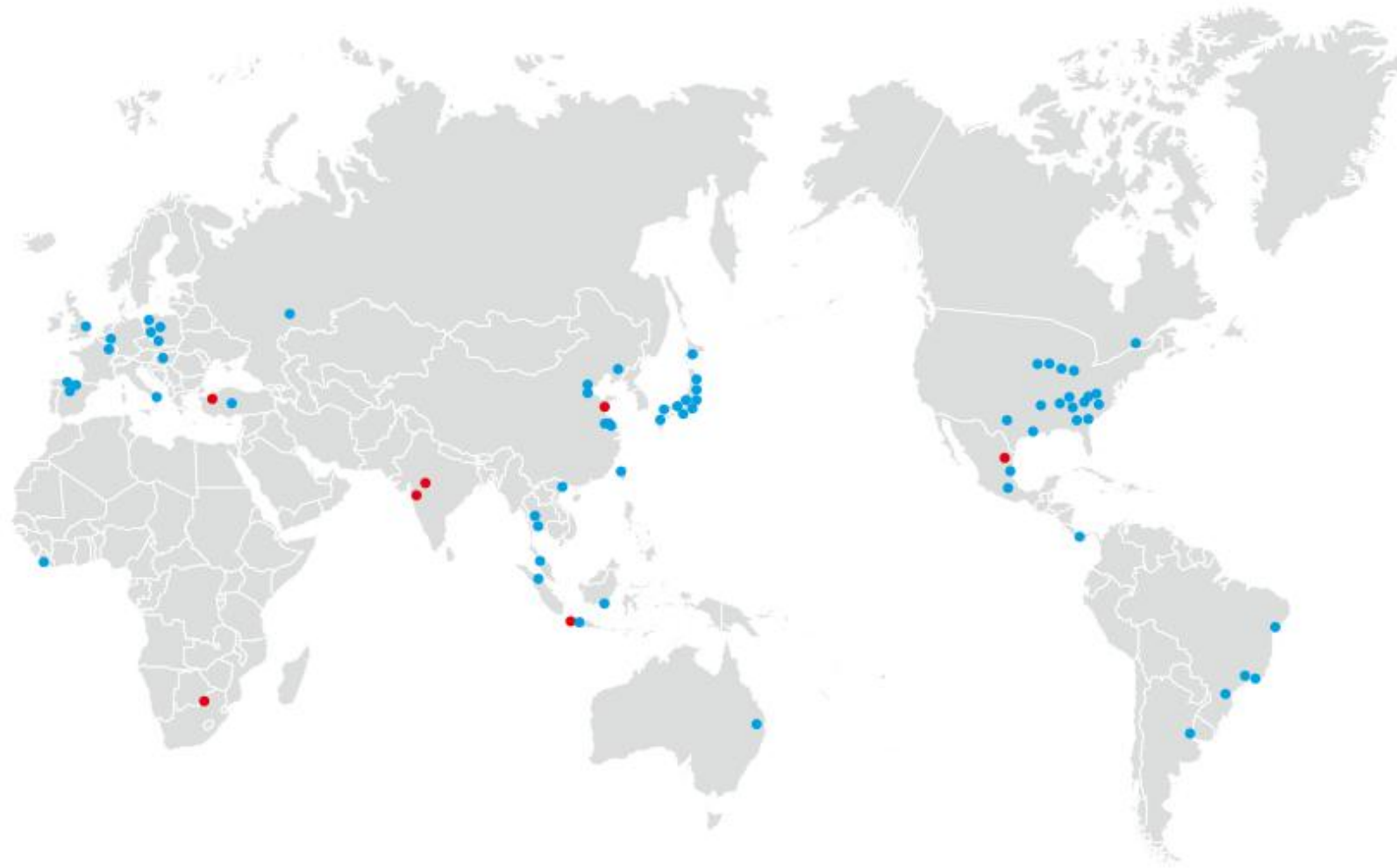
A Global Company



- 145,000 employees
- Manufacturing employee base
- 4 distinct regions: BSJ, BSAM, BSAPIC, BSEMEA
- Decentralized approach with centralized data reporting and evaluation



A Global Company



BRIDGESTONE

Making Global Impact

- **The counties where road safety activities took place in 2024** (28 countries)



Bridgestone's Corporate Community Investment

"I am convinced that a simple profit-seeking company will never thrive, but a business that contributes to its society and its country will be forever profitable."

- Shojiro Ishibashi



BRIDGESTONE

Bridgestone's Corporate Community Investment



Keyword	Statement
Energy	Committed to the realization of a carbon neutral mobility society
Ecology	Committed to advancing sustainable tire technologies and solutions that preserve the environment for future generations
Efficiency	Committed to maximizing productivity through the advancement of mobility
Extension	Committed to nonstop mobility and innovation that keeps people and the world moving ahead
Economy	Committed to maximizing the economic value of mobility and business operations
Emotion	Committed to inspiring excitement and spreading joy to the world of mobility
Ease	Committed to bringing comfort and peace of mind to mobility life
Empowerment	Committed to contributing to a society that ensures accessibility and dignity for all

BRIDGESTONE

Bridgestone Global Focus

- Create Good Tires
- Create Good Business
- Create New Business Sowing Good Seeds for the Future
 - In harmony with nature
 - In harmony with communities



Making the Business Case

Topic	KPI	Goal in 24MBP (Quantitatively, if any)	2025	Milestones											
			Priority actions	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Community Engagement and Social Impact in general															
1-1. Advance the Co-creation value of volunteering (teammates participation)	Globally aligned initiative	Each SBU improves Volunteering activities.	- Define and clarify the globally aligned criteria of Volunteering (Teammates Participation) to improve the quality of our visualization as part of PDCA cycle by reorganizing the instruction/guidelines to advance implementation globally	<div>Collect & submit 2024 results based on the 2024 improvement</div> <div>Reconfirm the value of volunteer (teammate participation)</div> <div>Consolidate data</div> <div>Discuss further improvement</div> <div>Reorganize the instruction/guidelines</div> <div>Collect submit results</div> <div>Continue to discuss global aligned initiative</div>											
1-2. Promote Impact Assessment	# of activities assessed for "Impact on Teammates"	Improved Impact Assessment standard to be summarized into Social Contribution Guidelines	- Continue to improve the quality/standard of Impact assessment for teammates participation	<div>Review 2024 results (PDCA)</div> <div>Select target programs (PDCA)</div> <div>Conduct assessment, Report to WG Sec. (PDCA)</div> <div>Discuss 2026 and 27MBP direction</div> <div>Consolidate results</div>											
1-3. Enhance Visualization	Results disclosed in IR & global website	Result of Impact assess. disclosed at IR & Global Web	- Explore common communication tools/assets (in-house) to maximize story telling globally to create competitive advantage - Facilitate discussions on effective strategy and initiative implementation as a WG (F2F meeting in APIC) - Y24 results incl. Impact assess. disclosed at IR2025 and web	<div>Confirm the direction (what we need to discuss)</div> <div>Share common tools/assets</div> <div>Utilize the tools/assets as necessary</div> <div>Review</div> <div>Collect & submit 2024 impact results</div> <div>Story telling for IR and beyond</div> <div>F2F mtg</div> <div>IR/WEB</div>											
2. Bridgestone Road Safety Program (BRSP)															
2-1. Expand the reach to community	<ul style="list-style-type: none"># of countries in each SBU# of beneficiaries	<ul style="list-style-type: none">21/21 focus countries & regions with road safety activity (100%)96,803 in 2026	- Continue to expand road safety values to the focused countries (Total 29 countries incl. 19 focus countries)	<div>Plan and list RS programs</div> <div>Implement RS programs</div> <div>Review 2024 results (PDCA)</div> <div>Discuss Guidance/Reference Impact Indicators (tentative name)</div> <div>Select target programs (PDCA)</div> <div>Conduct assessment, Report to WG Sec. (PDCA)</div> <div>Discuss 2026 and 27MBP direction</div> <div>Consolidate results</div> <div>GSC/G-EXCO</div> <div>GSC/G-EXCO</div> <div>GSC/G-EXCO</div> <div>GSC/G-EXCO</div>											
2-2. Enhance Impact Assessment for BRSP	# of activities assessed for "Impact on beneficiaries"	-	- Enhance global alignment by strategically compiling the results of BRSP's impact assessment and effectively communicating them as a strength of BRSP	<div>Progress monitoring</div> <div>Progress monitoring</div>											
2-3. Enhance the value of BRSP		-	- Increase recognition of BRSP showcasing BRSP activities with impact results at global platform (e.g. at Global Road Safety Partnership (GRSP) Regional Seminar in Malaysia)	<div>Discuss strategy and plan (BSAPIC & Sec.)</div> <div>GRSP/APRSO Annual seminar</div> <div>Investigate the value of FIA RS Index</div> <div>Share with WG (tbc)</div> <div>Discuss and plan future direction(tbc)</div> <div>F2F mtg</div>											


BRIDGESTONE

Reporting Outputs and Impacts

2024 Highlights: Social Contribution


Number of countries
and Regions

37


Total number of
initiatives

1,403



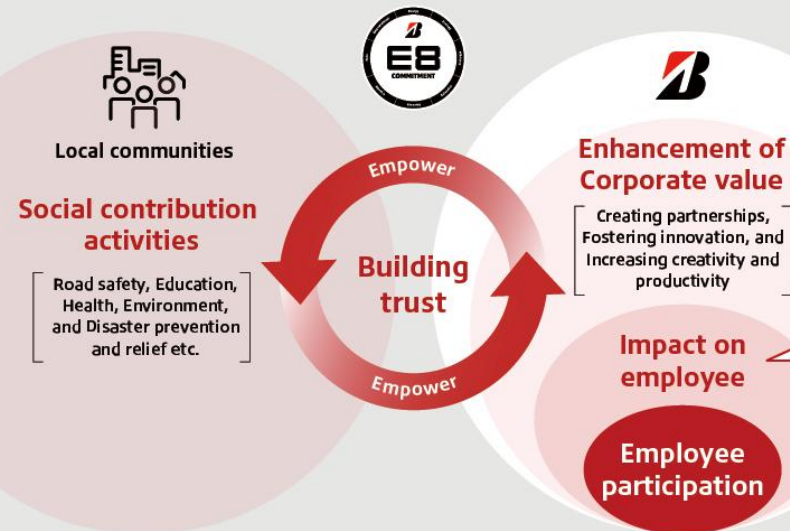
Number of initiatives
with external partners

1,191



Number of
participants

• Employee volunteer **35,570**
• Community beneficiaries **329,031**



Impact assessment results

(conducted for selected activities*)



85%

Fostered a greater sense of belonging to local community
Deepening of their attachment to the local communities surrounding our businesses and locations, as well as our understanding of social issues



92%

Boosted confidence and pride and improved well-being
Learning of skills applicable to work, and positive changes in mindset and behavior in daily life



89%

Fostered a greater sense of belonging to Bridgestone
Enhancement of awareness of our role as a member of the local community and deepening of attachment to Bridgestone.

* Assessed 1,510 employees who participated in 39 initiatives conducted in 14 countries.

BRIDGESTONE

Conclusion

KEY TAKEAWAYS AND STAYING CONNECTED

Key Takeaways



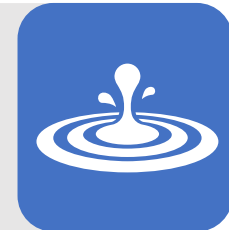
01.

Volunteering is strategic for business, increasing talent attraction and retention, improving reporting, and adding a strategic lever to advance social impact



02.

More companies are measuring impacts on volunteers and articulating benefits to employees and the business



03.

There are many examples to draw from of how to use successful employee volunteer programs and data to make the case to executives



Stay Connected

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IN-PERSON EVENT

Social Impact in Action: Houston

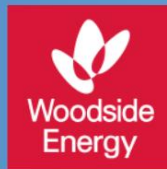
August 19, 4 - 6 pm CDT

Join fellow social impact professionals and B4SI for an engaging networking session as we explore how companies in the energy sector are driving social impact. Share insights with peers on strategic approaches, measurement practices, and the challenges of navigating today's global trends while enjoying light refreshments.

MEMBER SPEAKER



Cher Gibellini
Communities Manager



Save the Date for the
B4SI Global Annual
Conference

Redefining Social Responsibility: Navigating Societal Impact in a Time of Global Change

EMEA/NA
19 November



APAC
20 November



Q&A



**POINTS
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