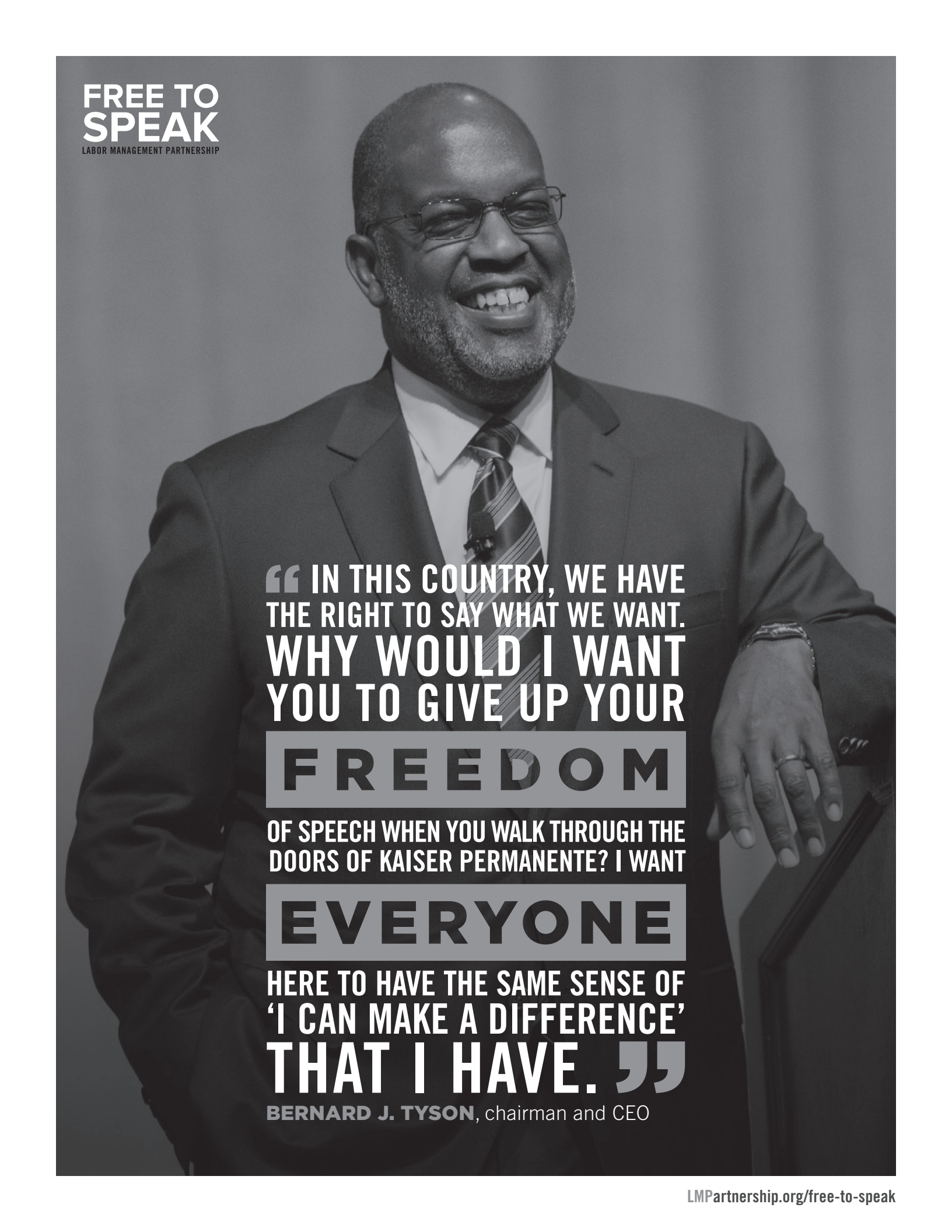


A black and white photograph of Bernard J. Tyson, a Black man with glasses and a beard, wearing a suit and tie, smiling while speaking at a podium. The background is a plain, light-colored wall.

**FREE TO  
SPEAK**  
LABOR MANAGEMENT PARTNERSHIP

“ IN THIS COUNTRY, WE HAVE  
THE RIGHT TO SAY WHAT WE WANT.  
**WHY WOULD I WANT  
YOU TO GIVE UP YOUR**

**FREEDOM**

OF SPEECH WHEN YOU WALK THROUGH THE  
DOORS OF KAISER PERMANENTE? I WANT

**EVERYONE**

HERE TO HAVE THE SAME SENSE OF  
‘I CAN MAKE A DIFFERENCE’  
**THAT I HAVE. ”**

**BERNARD J. TYSON**, chairman and CEO