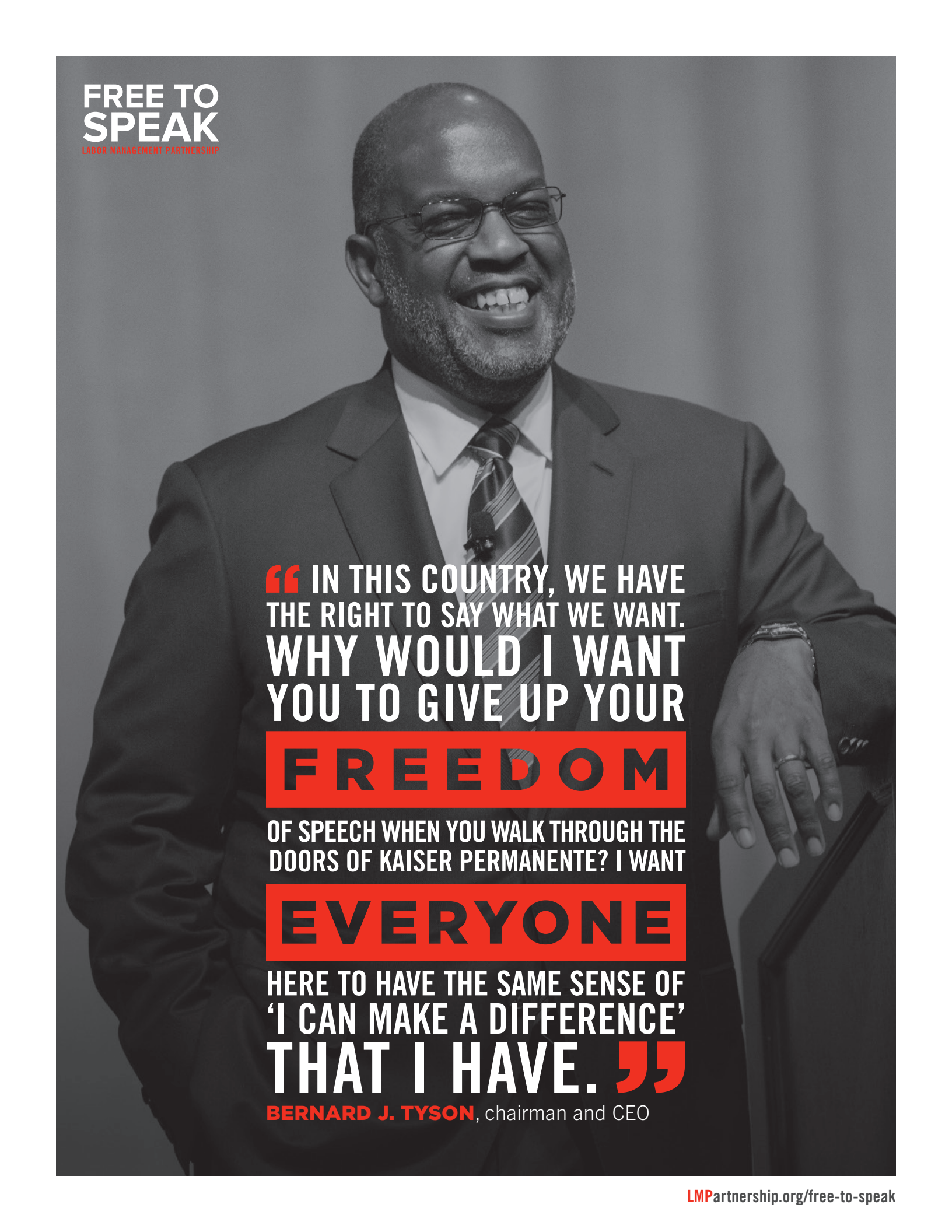


A black and white photograph of Bernard J. Tyson, a Black man with glasses and a beard, smiling and speaking at a podium. He is wearing a suit and tie. The background is a plain, light-colored wall.

**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