

People

Build on each other's strengths: Initiatives to foster diversified work styles

Basic Policy on Women's Participation and Advancement in the Workplace

Aiming to be a company that welcomes diversified workstyles, with an employee-friendly working environment that will encourage employees to stay with the company over the long term

Working towards the adoption of new systems that will create a more employee-friendly working environment

In line with our goal of creating a more employee-friendly working environment for all employees, including female employees, in 2016 Yokohama Rubber established the Women's Participation and Advancement Taskforce. The Taskforce is currently operating with eight core members, implementing activities in collaboration with each individual department.

In 2017, the Taskforce administered a questionnaire survey to Yokohama Rubber employees and held individual interviews with all female employees, striving to clarify female employees' needs with respect to returning to work. The individual interviews with female employees enabled the Task to learn how female employees approach their careers, what concerns they have about balancing their careers with childcare or nursing care responsibilities, how it feels to be a working mother applying for short-time working system and other concerns and ideas that female employees have; these interviews helped to clarify the need for new systems that will permit the realization of diversified work styles.

On the basis of the above information, Yokohama Rubber's basic policy on women's participation and advancement in the workplace has been set as: "Aiming to be a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term." We have been implementing various measures aimed at fostering the exchange of views and enhancing communication so as to contribute to the building of employee-friendly workplaces in which women can continue their careers for an extended period, including the holding of working mothers gathering and study seminars to deepen understanding of health issues that affect women in particular, etc. Following a trial implementation period, April 2018 saw the formal adoption of three new workstyle systems: the Working from Home System, extension of duration for the Short-Time Working System the Reduced Working Hours Extension System, and the Career Return System.

In the future, Yokohama Rubber will continue its efforts to create an employee-friendly working environment, by enabling employees to take annual leave in hourly units, expanding the scope of the flextime working system, etc., so that, within a working environment that supports diversity, individual employees can maximize their potential and create outstanding results.



The Women's Participation and Advancement Taskforce has been established to help create a more employee-friendly working environment

VOICE

Women's Participation and Advancement Taskforce Leader



Machie Wakabayashi
Taskforce Leader, Women's Participation and Advancement Taskforce, Corporate Planning Division

By holding interviews with female employees and with managers who supervise female employees, the Women's Participation and Advancement Taskforce has been able to access a wide range of approaches and ideas, and to hear employees' real opinions. Although interviewing directly every individual female employee took a great deal of time and effort, it has helped to strengthen our understanding of the wide range of different ways that women approach their career, and the needs to support different workstyles; I believe that the information we have collected will be very useful when formulating new policy measures in the future.

Based on the results obtained from these activities, starting from fiscal 2018, Yokohama Rubber has gradually begun to introduce new systems and frameworks. Placing a particular focus on the areas of childcare, nursing care, and women's career continuity, for which needs were particularly high, Yokohama Rubber is adopting a proactive approach towards the formulation of guidelines for each stage from applying for childcare leave to returning to work, towards the implementation of surveys and interviews – targeting all employees – regarding nursing care responsibilities, and towards the holding of various types of seminars for female employees and managers.

Systems for supporting an employee-friendly working environment

- Working from home
- Extension of reduced working hours for employees with childcare responsibilities
- Career return support
- Enabling employees to take paid leave in hourly increments

We nurture values accommodating diversity in the workplace and in the community at large



**[Results of initiatives]
Percentage of newly-recruited employees on the management career track who are female**

32.5%

(Employees recruited in April 2017, non-consolidated)

TOPIC

Making effective use of IT to realize more efficient work styles

As part of our efforts to create an employee-friendly workplace environment, Yokohama Rubber is working to further the effective utilization of information technology (IT). We are actively promoting the adoption and utilization of tools that will allow all employees to realize more efficient working styles. Starting from fiscal 2017, we have been deploying new business chat tools that facilitate more effective communication. By comparison with conventional e-mail-centric communication, these new tools allow employees to contact one another more rapidly, thereby contributing towards making business operations more efficient. We have also launched a BYOD (Bring Your Own Device) initiative whereby employees can check company e-mail and schedules on their own personal smartphones, which can contribute towards boosting productivity by enabling employees to make more effective use of small blocks of free time. While these types of tools have many convenient and useful functions, a lot of employees do not know how to make full use of them, so we are implementing regular seminars and training sessions to share practical ideas on how to use these tools can be used in day-to-day business operations.

We have also started to use social media within the enterprise; as home working (telecommuting) becomes more common, it will be increasingly difficult to bring employees together face-to-face in the workplace, so by putting in place new methods of communication, we are helping to ensure that operations can continue to proceed smoothly.

In implementing these various initiatives, we are working to ensure close coordination between operational departments, the HR department and the labor unions, so as to provide effective support for the enhancement of employees' work styles.



IT training in progress

VOICE

A user of the Working from Home System



Ryota Miyatsu
Business Innovation Task Force,
IT & Management System Planning Dept.

In October 2017, I started working from home once or twice a month on a trial basis. The main objective was to identify any IT-related issues that might affect employees working from home on a regular basis. The thing that struck me about working at home was that it has definite advantages, because not wasting time commuting helps you to work more effectively, and because you can focus more on your work due to not being interrupted all the time. By making use of web-conferencing and chat tools, you can still communicate with your supervisor and with colleagues without any real problems. I made a particular effort to eliminate any potential communication problems by using different communication tools for different purposes. One problem is the need to have an environment at home where you can concentrate on your work in the same way that you can in the office. I found that it is important to make a preparation to the desk and chair that you use at home so that you can keep working at your desk for long periods, and to make sure that the family members you are living with understand that you need to focus on your work. In addition, in order for this type of work arrangement to be adopted more widely, I think it is very important to secure the understanding of other people in the workplace. As I am assigned to a department that is striving to make effective use of IT to make work more efficient, I have been working actively to provide feedback on the results of this trial project, and I hope to be able to put forward some proposals for improving the IT environment to provide a higher level of convenience.

People

Build on each other's strengths: Creating workplace environments that make working easier for all employees



Providing support for the participation and advancement of persons with disabilities (YPS)

Yokohama Peer Support Co., Ltd. (YPS) is Yokohama Rubber's special subsidiary, which was founded in March 2012 with the aim of creating employment for people with disabilities.

YPS has recruited more people with disabilities every year since its establishment, while at the same time expanding the scope of work available to them. Currently, YPS has 51 employees in total, of which 28 have intellectual disabilities. The work that YPS employees with disabilities perform includes cleaning work at the Hiratsuka Factory – cleaning a total of over 150 toilets, meeting rooms, rest areas, etc. – as well as greening work in the Factory grounds, sorting and delivering mail and internal mail, and managing Factory employees' work clothes, etc. Work is allocated in line with individual employees' specific preferences and needs; a special focus has been placed on human talent cultivation, with adjustments having been made to the system so that, as the scope of work handled by individual employees expands, they are eventually able to provide guidance to new employees, etc., providing a sense of achievement. The non-disabled YPS personnel who undertake the provision of guidance are mainly former Yokohama Rubber employees; by providing considerate, helpful guidance on a daily basis, they strive to create a working environment in which the disabled employees can carry out their work with peace of mind. Besides daily discussion meetings, individual interviews are held every six months to find out about employees' career hopes, expectations, worries, etc.; in this way, YPS endeavors to increase the employee retention rate.

In the future, YPS will continue its operation as a professional team that emphasizes safety and fundamental needs, while also aiming to create a workplace environment in which disabled employees can develop their career over the long term.



As YPS marks the sixth anniversary of its founding, YPS employees aim to continue the company's growth as a team that undertakes its work in a highly professional manner



Employment of disabled persons overseas (CHZY)

Starting from 2006, Hangzhou Yokohama Tire Co., Ltd. (CHZY) – which is located in the Hangzhou Economic and Technological Development Area (HEDA), Hangzhou City, Zhejiang Province, China – has been responding to the Chinese government's initiatives by adopting a more proactive approach towards the employment of disabled people. CHZY currently has 22 disabled persons working at the company.

The work that each disabled employee performs is arranged in accordance with the individual employee's capabilities, through liaison with the human resources department and general affairs department, and includes work such as data collation, preparation of process-related signboards for use within the factory, etc. Within the workplace, disabled employees receive training in technical skills as well as safety and environmental awareness training. The company also organizes outdoor activities and parties on a regular basis, to provide opportunities for the disabled employees to develop friendly ties with other CHZY employees. These efforts by CHZY have been well received; in fiscal 2017, CHZY was honored as a "Disabled Persons Model Employer" by Hangzhou Municipal Government. In the future, CHZY plans to continue expanding the range of roles and work content available to disabled employees on the basis of careful evaluation of individual suitability, with the aim of ensuring that all human resources are able to maximize their potential. The goal is that, by arranging work that suits the talents of each individual, employees' self-confidence and self-esteem can be enhanced, making CHZY a company in which all employees are able to maximize their potential.



A "5S" notice-board created by disabled employees working together, with the aim of helping to create a cheerful, happy workplace
*5S: A workplace organization methodology based around the "5Ss": Sort, Set in order, Shine, Standardize and Sustain

**We build workplaces and a society
in which a wide range of human
talent can maximize their potential
with peace of mind**



**[Results of initiatives]
Disabled persons employment rate**

2.18%

(Combined total for Yokohoma Rubber Co., Ltd.,
Yokohama Tire Japan Co., Ltd.,
Yokohama Rubber MB Japan Co., Ltd.,
and Yokohama Peer Support Co., Ltd.
during the period April 2017 – March 2018)

TOPIC

Female employees to management positions in overseas Group companies

Yokohama Rubber is engaged in creating a working environment that enables employees with motivation and ability to participate fully, and in which every individual employee can maximize their potential.

In Yokohama Rubber's overseas operations, there are already some regions where women's advancement in the workplace is already proceeding rapidly, with many female employees working enthusiastically in managerial positions.

VOICE

A female manager working in Thailand



**Jirinee Huabnarin, Senior Manager,
Human Resources and General Affairs
Yokohama Tire Manufacturing (Thailand) Co., Ltd. (YTMT)**

While women only account for around 20% of all employees at YTMT, in the Human Resources and General Affairs Department the figure is approximately 70%, with 32 female employees. Of the 18 people working in our office, 15 are women. There is no gender-based discrimination in the recruitment process; it is just that women tend to be better at data compilation, which is painstaking work that requires careful attention to detail, so we have ended up with a high percentage of women. In Thailand, employees usually don't have to work a lot of overtime, and every member of the family helps to look after the children, so whether or not you have children doesn't really affect your work. I think that if I have children in the future, I will probably be motivated to work even harder for the sake of my family. Working in the Human Resources and General Affairs Department, we sometimes have to tell employees things that they don't want to hear, but there is also a more pleasant side, for example when we hold birthday parties for employees and all get together to celebrate with them. I enjoy being able to work knowing that I can have full confidence in my subordinates. When I was first promoted to a managerial position I was a little hesitant about it, but now I found that having that increased sense of responsibility gives me extra motivation in my work. In the future, I will continue to do my utmost as the manager of my department.

VOICE

A female manager working in China



**Tong Dan, Deputy Plant Manager (left); Ren Xuanqun,
Department Manager, Administration Department (right)
Yokohama Industrial Products - Hangzhou Co., Ltd. (YIP-HZ)**

Ren Xuanqun: As departmental manager of the Administration Department, I am responsible for general affairs, human resources, public relations (including liaison with government agencies and local government authorities), legal affairs, etc. When I was promoted to departmental manager I was overjoyed; it encouraged me to work even harder so as to achieve good performance and live up to the trust that had been placed in me. Every day, we recite the safety messages, and we attach great importance to ensuring employees' safety and their physical and mental health. In the future, I hope to continue making a positive contribution to the company by demonstrating effective care for employees (being kind when appropriate, and stern when necessary), and by working to enhance my own management capabilities.

Tong Dan: YIP-HZ manufactures hose and automotive sealing materials. When I was promoted to manager, I was pleased that the company thought highly of me, but at the same time I also felt a certain amount of pressure. Initially, it was very hard, but over time we have been able to build a real team spirit by sharing ideas for improvement. In line with our company's goal of becoming the "number one factory in the world for safety and quality," I am working to strengthen employees' awareness of the importance of quality, and of how improved quality leads to greater peace of mind.