

Communication with Experts

Initiatives to foster diversified work styles

Interviews were held with all female employees and managers who supervise female employees at Yokohama Rubber. As a result, we understood that there are needs to support different ways of approaching work and workstyles, and accordingly we set the basic policy of "Aiming to be a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term" and developed measures to implement this policy. Going forward, we aim to create a more employee-friendly working environment by strengthening management capabilities and creating a culture that supports the active participation of not only women, but each and every employee with a diverse set of values so that they can perform to the best of their ability. During fiscal 2018, we invited experts to conduct 9 seminars for female employees and management on the priority areas of childcare, nursing care, and women's career continuity that were participated in by 295 people.

In addition, a questionnaire aimed at gaining an understanding of the current status of nursing care was conducted with all of our approximately 5,500 employees, and a response was received from 91%.

We understood that there were various needs including responding to concerns toward nursing care and providing an understanding of institutions. We also directly asked about actual experiences and request for nursing care from willing participants, and summarized the issues related to nursing care.

A nursing care seminar for managers was held for the purpose of providing suggestions for consultations from subordinates who are faced with nursing care and preventing resignations due to nursing care. A contact point on childcare and nursing care was set up in 2019.

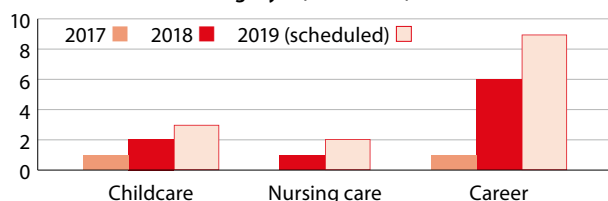
Nursing care questionnaire

- There is a possibility of nursing care in the next 5 years (60%)
- I feel uncertain toward nursing care (90%)
- I'm not sure whether I can continue working during nursing care (80%)
- The thing employees felt most uncertain about was "Don't know about public institutions"
- The most desired work style was "Balance between work and nursing care"

Holding Seminars with External Experts

Ms. Sook Ja Park who is engaged in employee awareness reform and work style reform for employees was invited to hold an unconscious bias seminar for managers. Participants learned about the unconscious biases everyone has and strengthened their management and risk management skills. In addition, the original supportive boss lecturer Mr. Takayuki Kawashima was invited to hold a seminar on improving development capabilities for diverse subordinates, and participants learned about the importance of effective communication with subordinates and building strong organizations to improve the results achieved by organizations. For female employees, in addition to seminars for learning about a career balance from a long-term perspective, a seminar for employees returning from maternity and childcare leave, an encourage for women seminar on finding a happy career and role while understanding the changes in the times, and a women's health seminars aimed at having a long and healthy career were held to improve motivation.

Seminars on diverse working style (times held)



Seminars held, applicable employees are in the parentheses

Childcare	<ul style="list-style-type: none"> • Working mother information exchange meeting (women) • Seminar for employees returning from childcare leave seminar (balance with childcare)
Nursing care	<ul style="list-style-type: none"> • Nursing care seminar for managers (2 times) (managers)
Career	<ul style="list-style-type: none"> • Unconscious bias seminar (managers) • Seminar on improving development capabilities for diverse subordinates (managers) • Encourage seminar for women (women) • Women's health seminar (women)



Seminar on improving development capabilities for diverse subordinates

Overseas office observation by Ms. Joanna Sook Ja Park

This year marks the 13th year since the establishment of Yokohama Tyre Vietnam Inc., and it has 6 Japanese employees including the president among a total of 612 employees. Many of its executives are local staff members. Although the majority of production site staff are men and the percentage of women in production site jobs is 13%, women account for 22% of management positions. Women account for 40% of division manager positions, and women are remarkably active in leadership positions. A meeting participated in by management and all union members is held once per month to

hear opinions, requests, and complaints on work safety and the work environment, and a healthy relationship has been maintained as a result. Ms. Park expressed the hope that these initiatives are conducted in an ongoing manner for improvements of the workplace.



Plant observation

Third-party Opinion

This opinion has been written based on the contents of this report, interviews held with people at Yokohama Rubber, and field observation.



Ms. Joanna Sook Ja Park

Appassionata, Inc. President and Consultant

Appassionata was established in 2000 to promote a work-life balance and diversity. Appassionata has supported many companies with human resources development and awareness reform in areas such as unconscious prejudice, diversity, and telework (working from home).

Corporate governance: I commend the increase in the number of nonexecutive officers as a part of officer structure reform year by year. On the other hand, I look forward to communication on the check function including evaluations of the effectiveness of the Board of Directors.

Compliance: I commend efforts to strengthen global governance including the start of the introduction of whistleblowing systems at overseas business locations. In addition, I look forward to the further implementation of education for compliance officers and risk assessment in order to build a solid compliance structure.

Contribution to resolution of social issues through SDGs:

I commend initiatives in response to social issues including the development of agricultural and forestry tires, the pursuit of safety in driving during rainy weather, and the sustainable procurement of natural rubber. In addition, in response to investment in the sustainability of companies (ESG investments), I hope that Yokohama Rubber presents its long-term vision, for example, the vision aimed for in fiscal 2030, and reports the progress as financial and non-financial information through a variety of forms of media.

Work style initiatives: An employee awareness survey and interviews with all female employees were conducted in Japan, and various measures were adopted in fiscal 2018 at a fast pace in response to childcare, nursing care, and careers for which there were strong needs based on the results of the survey and interviews. The satisfaction of participants in the education and training that was held was at least 90%, and I commend the quality that has been secured. What should be focused on in particular is the field survey and interviews with all employees. The careful analysis, careful identification of current challenges, and holding of seminars led to an improved awareness of nursing care.

Participation of diverse human resources: Yokohama Peer Support Co., Ltd. that promotes the employment of people with

disabilities has fulfilled the social responsibility of the Yokohama Rubber Group as a specified subsidiary while providing work according to the characteristics of individuals and improved the working environment through regular individual interviews. I hope that a safe and cheerful working environment is maintained going forward, including response to the aging of the population.

At the Nagano Plant where hydraulic hoses are assembled, there is a variety of people working including re-employed people, contract employees, people with disabilities, and foreigners, and because the product handled are relatively light, the plant has the highest percentage of female workers. As there are some processes that are conducted only by part-time employees, I commend the progress that has been made with improvements in operational efficiency. On the other hand, I hope that diverse employees including women and foreigners are assigned work that comes with responsibilities.

Activities for employees: In addition to events to deepen communication and friendships among employees including dinner parties and commemorative gift ceremonies that are held at all offices, events such as family day and children's day that value families and children as well as employee trips are held on a regular basis, and I commend how this contributes to improvements in employee satisfaction and retention rates.

In addition, emergency response drills in the light of the fire at the plant in the Philippines and study meetings on compliance, the environment, safety, and quality are regularly held, and I commend these efforts to raise awareness and train employees on the environment, safety, and compliance. I hope that efforts to promote disaster prevention systems, workplace safety and health, and healthy lifestyles will continue to go forward.

Coexistence with local communities: The Nagano Plant is engaged in river cleaning and forest conservation activities as part of its CSR activities, and is also active in the fire brigade. Production bases also contribute to environmental preservation and raising an awareness of the environment among children through regional tree planting activities, as well as various traffic safety awareness PR activities. Other efforts include campaigns for distributing safety stickers to drivers, lessons and games that teach traffic rules to children, and the provision of opportunities for guardians to learn about the necessity of tire replacement and how to conduct periodic inspections.

I hope that Yokohama continues to create workplaces where all employees can work safely and with a peace of mind while contributing to the local community.

Response to Third-Party Opinion

Thank you for taking a careful look at our working sites and departments. We will carefully consider your feedback and use it for making improvements.

The most important thing for us to do to ensure that we can implement business activities without delay in accordance with the GD2020 medium-term management plan is to create workplaces that enable the diverse human resources of the Group to feel secure and perform to the best of their abilities. Therefore, we will further promote the creation of workplace environments that allow employees to work in a safe and healthy manner, including safety and disaster prevention. Meanwhile, we will listen to the opinions of employees and family members as well as experts and provide information frequently as we create systems that allow employees to continue working over the long term without resigning due to family circumstances. Understanding the relationship between the SDGs and our business is essential for achieving the CSR slogan of "Caring

for the Future". The SDGs aim for an era that is good not only for the three parties of sellers, buyers, and society, but also good for the future and for the Earth. We will ensure that each and every employee understands this, and strengthen efforts that include the provision of environmentally friendly products and coexistence with local communities. Moreover, we will disclose information on the vision we aim for in the future and the progress being made on that path in order to gain the trust of shareholders. Further, we will contribute to the resolution of social issues by carrying out business operations hand-in-hand with business partners and stakeholders from the local community.

Shigetoshi Kondo

Officer, Head of Corporate Social Responsibility Division

