



Creating an Environment Where Every Individual Can Maximize Their Achievements, by Building an Employee-friendly Company



Significance of our initiatives

In line with the Yokohama Rubber Group's management policy, which emphasizes the need to "Create a workplace that values, improves and energizes people," we are working to put in place – from the perspective of both awareness and systems – an environment in which diverse human talent can acquire the skills they need and then exercise these capabilities to the maximum. We aim to build a workplace where employees can achieve meaningful work-life balance, so that no-one feels that they have to give up work because of the constraints imposed by childcare or senior care responsibilities, etc., and all employees are able to work enthusiastically while respecting one another's diversity.

Putting in place an environment where everyone can fully develop their capabilities

Initiatives to enable employees to continue working over the long-term

Holding of
workstyle-related seminars

13 sessions

No. of seminar participants

503 people in total

Expanding the flexible workstyles system

Yokohama Rubber has adopted various systems to promote diverse workstyles, including the Working from Home System, an extension of the period for which employees can use shorter working hours under the Shorter Working Hours Scheme, a system making it possible for employees to take annual leave in hourly units, the abolition of a core time period (when working is always required) in the company's flextime system, etc. These measures embody one of the company's management policies, which is to build a framework enabling any employee to generate meaningful achievements in their work at any time and in any location.

Overview of the expansion of Yokohama Rubber's system for supporting diverse workstyles

The basic strategy of the Diversity Promotion Taskforce :
"Positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term."

- Working from Home System
- Shorter Working Hours Scheme
(Scope of application extended from parents of children up to the 3rd year in elementary school to include parents of children up to the 6th year in elementary school)
- System enabling employees to take annual leave in hourly units
- Formulation of measures to support employees returning to work after taking maternity & childcare leave
- Establishment of a contact window providing consultations for employees with childcare or senior care responsibilities
- Abolition of the core time period in the company's flextime system, etc.

Shifting the focus from promoting women's advancement to promoting diversity in general

In October 2016, Yokohama Rubber established the Women's Participation and Advancement Taskforce. Initially, the measures promoted by the Taskforce were heavily focused on enhancing opportunities for women to develop their careers at the company. At the time when the Taskforce was established, women were very much in the minority in the company's workforce, and many women found it difficult to keep working full-time because of childcare or senior care responsibilities. As a result, women tended to be assigned subsidiary, supporting roles within the company, which was a hindrance to their career development. Subsequently, analysis of employee opinion surveys and interviews, and examination of trends in the wider society, showed that the challenge of maintaining a career while balancing personal matters such as childcare and senior care with one's work was a problem for all employees, regardless of gender or age.

With this in mind, in July 2019 the name of the Women's Participation and Advancement Taskforce was changed to "Diversity Promotion Taskforce." The renamed Taskforce is engaged in promoting diverse workstyles that will enable not only women, but also foreign employees, employees with disabilities, LGBT employees etc. to receive the respect they deserve, and to maximize their individual achievements within the company. Taking the Taskforce's long-standing strategic goal of "Positioning ourselves as a company that welcomes diverse workstyles, with an employee-friendly working environment that will encourage employees to serve long term" as the foundation, the Diversity Promotion Taskforce will continue to promote diversity within the company.

Transforming both systems and attitudes

Having used a care-related survey of 5,500 employees conducted in 2018, and interviews with employees who volunteered to take part, to identify current issues and needs, we have been implementing measures to expand our systems relating to care provision. More specifically, the criteria for being able to make use of carried-over vacation time have been relaxed, and carried-over vacation time can now be used for senior care provision purposes. In addition, by establishing a consultation contact window, we have made it easier for employees to obtain consultations, and enabled them to get the information they need in a timely manner.

We have also put in place a follow-up system for female employees who take maternity leave, covering the whole period from pregnancy through to the return to work. Thirteen seminars have been held – including seminars for supervisors of employees who are returning to work, seminars for the employees themselves, care-related seminars, and lectures for company officers about workstyle reform, etc. A total of 503 employees participated in these seminars.

With regard to human resource development, we have expanded the holding of seminars relating to career development, which is a key strategic focus for us. By holding Unconscious Bias^{*1} Seminars, for female employees, we have been working to strengthen career-mindedness, and we have also been working to enhance management skills by holding Young Employee Cultivation Seminars for managers, to help managers understand how the environment has changed for the younger generation. In addition, we have held LGBT Seminars, as venues to think about the issue of SOGI^{*2}-related harassment. Seminar participants learned about how casual, unintentional comments or actions by the people around them can make LGBT people feel isolated, and were able to develop a more in-depth understanding of the need for business enterprises to take appropriate measures in this area.

In the future, we will continue to implement various initiatives to enhance the productivity of our diverse employees (including young people, senior citizens, women, people with disabilities, LGBT people, etc.), and to generate new value that goes beyond what has been possible up until now.

^{*1} "Unconscious bias" refers to prejudices that people hold without being aware of it.

^{*2} "SOGI" stands for Sexual Orientation and Gender Identity.

Systems put in place in FY2019

Issue	Content
Childcare and senior care	Relaxation of the criteria for making use of carried-over vacation time (April 2019)
Childcare and senior care	Establishment of an internal contact window for consultations (July 2019)
Workstyles	Review of the advisability of relaxing the criteria for utilization of home-working and flextime (scheduled to begin in January 2020)

Seminars implemented in FY2019

Participants	Content
Employees who have taken maternity/childcare leave	Training prior to returning to work
Female employees (in their 20s or 30s)	Career development training for female employees
Female employees (in their 40s or 50s)	
Female employees	Health seminar (breast cancer)
Company officers	Seminars for company officers (Ikuboss ^{*3} (workplace bullying/support for work-life balance))
Managers	Subordinate cultivation seminars (support for work-life balance/Ikuboss/mentoring of young employees)
Managers	Mental health seminars
Managers	LGBT seminars
All employees	Health seminars (sleep health)

^{*3} "Ikuboss" is a term developed in Japan to refer to a supervisor who pays due attention to the work-life balance of subordinates and colleagues in the workplace, and provides support for them in their careers and personal lives, while also ensuring that the organization continues to maintain strong operational performance, and realizing an appropriate work-life balance himself/herself.

Yokohama Rubber's response to the COVID-19 epidemic

Taking the safety of our employees as our key priority, the Yokohama Rubber Group as a whole has taken the following measures in response to the COVID-19 epidemic.

- (1) Adoption of flexible working hours, as well as working from home and other forms of teleworking (where the nature of the employee's work makes this possible), etc.
- (2) Restrictions on business travel (prohibited, except in special circumstances)
- (3) Minimizing the amount of human contact on company premises (for example, implementing staggered meal times in employee cafeterias, and reducing the number of seats so that employees are not sat directly opposite one another)
- (4) Placement of alcohol-based sanitizing agents at entrances, including reception areas, cafeteria entrances, etc.
- (5) Temporary implementation of shift working for all employees

In cases where an employee is confirmed to have contracted COVID-19, this information will be shared throughout the company (while protecting the anonymity of the employee in question). Following the instructions and advice received from the local health center, disinfecting will be performed, and the workplace in question will be closed for a specified period of time, with employees being required to undergo testing and self-isolate at home.

Mask production at Yokohama Peer Support

During the period in which masks were in short supply in Japan, Yokohama Peer Support Co., Ltd. (YPS) undertook production of masks itself, so as to avoid having to ask for an allocation of new masks. Mask prototypes were created using a variety of different materials, and a standard operating procedure was formulated for mask production. While the state of emergency was in force in Japan, YPS staff undertook mask production at home.



Making mask prototypes at YPS

Future issues

Due to the impact of the COVID-19 epidemic, conventional ideas regarding workstyles have been transformed. Yokohama Rubber is making the most of this opportunity to adopt new workstyles.

In order to build an organizational culture in which every individual employee is respected and able to fulfil their potential, thereby helping to raise productivity, managers' attitudes have a key role to play. As part of our diversity promotion program for managers, besides implementing systematic diversity management training, we are also working to support the active participation and advancement of diverse employees, and we are continuing to implement measures to support female employees' career development, help employees to balance their work responsibilities with childcare and senior care responsibilities, and provide support to help employees with disabilities and LGBT employees to fulfil their potential.

Our aim is to cultivate a corporate ethos that is fully accepting of the diverse workstyles of diverse employees, and to build a company in which all employees can continue to work with high motivation over the long term.