

# People



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

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

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.

### 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.

### Human Rights

### > Labor Practices



# Human Rights

## Stance

Human rights are the fundamental rights that have been granted to all people. When taking into consideration processes back to the stage of the procurement of raw materials, there are an extremely large number of people involved in Yokohama Rubber's business and an extremely diverse range of human rights that should be respected. In addition, as our business activities expand on a global level and we become increasingly involved with a diverse range of people, the probability of having a direct impact or indirect impact on human rights violations increases.

For that reason, we believe that it is important to fulfill our responsibility towards respecting human rights while taking into consideration the range of our impact, and accordingly [the Yokohama Rubber Group Action Guidelines](#) state that human rights should be respected both inside and outside of the company, and stipulate the actions that should be taken by employees to this end.

## Policy

### Yokohama Rubber Group Action Guidelines

We shall respect human rights inside and outside the company

#### <Basic stance of the Yokohama Rubber Group>

We shall respect human rights, and shall not practice or be a party to discrimination or harassment.

#### <To put our basic stance into practice — our action>

1. With an awareness of the diversity of the people working for us, we shall refrain from any action grounded in discrimination for reason of race, ethnicity, nationality, religion, sex, or other attributes. In addition, when we notice any such action, we shall resolutely point it out and urge its correction.
2. We shall refrain from harassment in any shape or form.
3. We shall not permit any violent behavior in the workplace.

## Message from a manager

Natural Rubber is one of the most important raw materials used in manufacturing Yokohama Rubber's products, including tires. The regions where rubber is produced are affected by various risks relating to environmental destruction, human rights and labor issues, etc. As part of our response to this situation, Yokohama Rubber is also a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), initiated by the Tire Industry Project (TIP) of the World Business Council for Sustainable Development (WBCSD). In 2018, Yokohama Rubber formulated its Procurement Policy for the Sustainable Natural Rubber. This policy indicates Yokohama Rubber's approach and initiatives for natural rubber procurement, along with its requests to suppliers.

For products other than natural rubber, we have completely revised our CSR Procurement Guidelines in 2019 to strongly appeal to our suppliers to protect human rights and prohibit discrimination and harassment in the supply chain. The Yokohama Rubber Group will share these policies throughout the entire related supply chain and aim for sustainable procurement activities.

Kazuhito Yanadori

Head of Raw Materials Procurement Department, Global Procurement Division



## Vision for FY 2020

- We will respect human rights both inside and outside of the company, and respond sincerely to complaints concerning human rights and make improvements to ensure that there is no child labor or forced labor at the Group or our suppliers.
- Promote the introduction of a global whistleblower system to raise the level of compliance across the Group.
- We collate case studies of problems that have been experienced in the Group in the past, and we have put in place a system so that employees can learn from these case studies at important milestones in their careers, such as when being given new assignments or being promoted.

## Main action items to be addressed first

### Human Rights Grievance Mechanisms

In Japan, the Corporate Compliance Department has established a whistle-blowing system that consists of the Corporate Compliance Hotline and General Counseling Room. In addition, a Compliance Officer has been assigned to all departments and related subsidiary companies. This Compliance Officer gathers complaints and inquiries from employees. Complaints concerning human resources are jointly resolved by the Corporate Compliance Department and HR departments.

#### <Scope of use of the system for handling complaints concerning human rights>

The system can be used by executives and employees, part-time employees, temporary employees, dispatch employees, and employees of contractors that work at the Yokohama Rubber Group.

#### <Methods for spreading awareness of the system for handling complaints concerning human rights>

The system is described on the Yokohama Rubber Group's intranet, and it clearly states that consultations and reports can be conducted either with one's name stated or anonymously. In addition, a Compliance Card that states matters including the whistle-blowing process is distributed to all employees to inform them of the presence of contact points.

#### <Resolution process when a complaint is submitted>

1. The Corporate Compliance Department confirms the facts related to the consultation by the whistle-blower.
2. The necessary measures are taken in consultation with the HR department.
3. The results are directly reported to the whistle-blower if they have disclosed their name. Reminders are issued within the company as necessary if the whistle-blower is anonymous.

#### <Monitoring of the effectiveness of the system for handling complaints concerning human rights>

At the Corporate Compliance Committee that is held quarterly with the Director responsible for compliance as the Committee Chair, reports are made, the appropriateness of response is assessed, countermeasures are implemented, and follow-up is conducted.

### YTPI compliance training

At Yokohama Tire Philippines, compliance education was held six times over a period of two days in preparation for the adoption of the whistle-blowing system on a global basis. For the education program, an external law office was hired to create training materials in English, and the lectures were conducted in English and Tagalog (local language). An effort was made to raise awareness on the importance of compliance, compliance with competition law, the prohibition of bribery, and the whistle-blowing system. In addition, guidance was received from an external attorney.



Education from an external attorney



Internal education

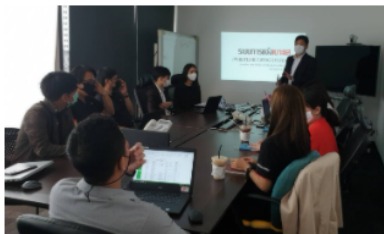
## YAS and YTST compliance training

Yokohama Asia (YAS) and Yokohama Tire Sales Thailand (YTST) have introduced an internal whistle-blowing system to strengthen governance.

We designed a new system, established procedures and rules, and established an independent reporting office.

Management provided explanations and a local law firm provided training in the local language (Thailand) in preparation for the start of the system in September 2020.

In the future, we will expand the scope of this initiative to include our manufacturing subsidiaries in Thailand to ensure compliance.



Training



"After the training, we understood the system more and Management assured protection of whistle-blower.

We appreciate that HQ provide this system for us.

The seminar reminds us Corporate ethics and good governance as well."

(Comments from Phornpawee lamlerksiri)



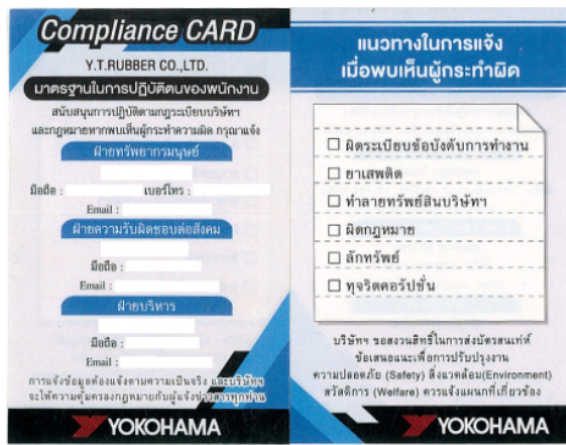
Phornpawee lamlerksiri (Accounting/Administration Manager)



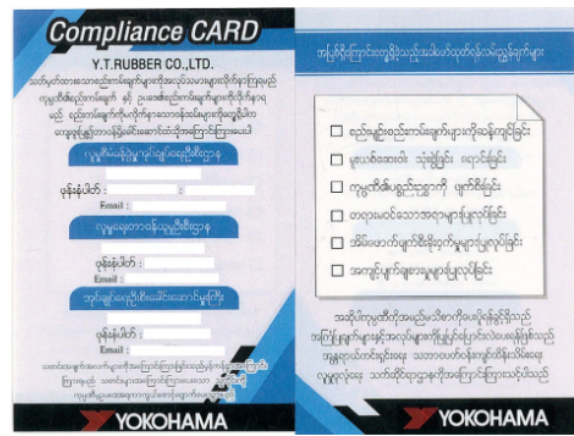
Takeshi Ohashi (Vice President, manager of General Affairs and Accounting Dept. in YAS)

## Education and awareness of compliance cards at YTRC

Front side We distribute compliance cards in their respective languages in an effort to promote an awareness of compliance. Global Compliance study meetings are held a number of times annually, and through them compliance levels are increasing.



Compliance cards in the Thai languages



Compliance cards in the Myanmar languages

## Front side

### Code of Conduct for Employees

Please follow the rules. If someone does not follow the rules, please notify the following

1. Human Resources contact information\*
2. Contact information for compliance officers\*
3. Management (department head) contact information\*

\*Phone number and email address, Myanmarese interpreters are available.

### Back side

If anyone does not follow the rules in the following

1. Violation of company rules
2. Drug Use
3. Destruction of Company Assets
4. illegal activity
5. theft
6. General non-compliance

## Main action items to be addressed first

The following items have been established as the main action items that the Yokohama Rubber Group will address first, taking into account the level of impact of business activities and the level of social interest.

Child Labor >

Forced or  
Compulsory  
Labor >

## Data summary

[Human Rights \(177KB\)](#)



# Child Labor

## KPI

Item	FY 2018 results	FY 2019 results
Businesses specified as being exposed to child labor risks (manufacturing plants, etc.) and the number of suppliers	(Consolidated) 0 (Upstream) 0	(Consolidated) 0 (Upstream) 0

### Responsible Departments

Raw Materials Procurement Department and Indirect Materials Procurement Department, Global Procurement Division  
Corporate Compliance Department, Global HR Department

### Stance and Target

## Why is “Child Labor” a critical issue to be addressed? Explanation of the reason and background

At the Yokohama Rubber Group, we comply with [the action guidelines](#) of respecting human rights both inside and outside of the company, and for this reason child labor, including child labor in the supply chain, is also prohibited in the CSR Procurement Guidelines. Meanwhile, as the Group procures natural rubber mainly through trading companies and because the probability of child labor is believed to be highest at the procurement stage, we also request surveys on the current state of production areas. While there have been no reports of cases of child labor at the current stage, it cannot really be said with certainty that they will not occur in the future when considering the situation in regions surrounding production areas for raw materials where rubber plantations are located. In consideration of the fact that natural rubber is the main raw material of tire and industrial products that are the core products of the Group, we believe that child labor should be recognized as a risk associated with our growth strategy, and accordingly we have selected it as a critical issue to be addressed.

## Vision (attainment goal) / target

We will maintain for zero child labor at all of the Group’s primary suppliers of natural rubber, including overseas suppliers.

## Measures for vision achievement

Along with population growth and increased mobility on a global level, demand for tires and natural rubber that is the main raw material for tires is constantly growing. Meanwhile, there are concerns such as illegal deforestation and land exploitation, human rights violations, and the adverse impact on biodiversity in areas where natural rubber is produced. To help resolve these problems, Yokohama Rubber is also a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), initiated by the Tire Industry Project (TIP) of the World Business Council for Sustainable Development (WBCSD). In addition, Yokohama Rubber formulated its Procurement Policy for the Sustainable Natural Rubber and announced a policy of prohibiting child labor.

For products other than natural rubber, we have completely revised our CSR Procurement Guidelines in 2019 to strongly appeal to our suppliers to protect human rights and prohibit child labor etc. in the supply chain.



## Identification of the presence or otherwise of child labor at the Yokohama Rubber Group and in the supply chain

With regard to domestic raw materials suppliers, we conducted a survey of labor conditions using a self-diagnostics checklist, and confirmed that there were no cases of child labor.

In regard to suppliers of natural rubber, we have begun surveying some natural rubber farmers in Thailand in 2019 and confirmed that there were no cases of child labor.

## Countermeasures to eradicate child labor

We formulated its Procurement Policy for the Sustainable Natural Rubber and announced a policy of prohibiting child labor. For products other than natural rubber, we have completely revised our CSR Procurement Guidelines to strongly appeal to our suppliers to protect human rights and prohibit child labor etc. in the supply chain.

## Response to complaints

There were no reports or consultations about child labor among those accepted by the hotline and the General Counseling Room in 2019.

### Issues and Future Improvement Measures



In the future, we will be aiming to further expand our efforts in this area to cover overseas suppliers, by issuing English-language versions of the CSR procurement guidelines and self-assessment sheets. And will be implementing CSR-related measures such as providing support for rubber farmers.

# Forced or Compulsory Labor

## KPI

Item	FY 2018 results	FY 2019 results
Businesses specified as being exposed to forced labor risks (manufacturing plants, etc.) and the number of suppliers	(Consolidated) 0 (Upstream) 0	(Consolidated) 0 (Upstream) 0

### Responsible Departments

Raw Materials Procurement Department and Indirect Materials Procurement Department, Global Procurement Division  
Corporate Compliance Department, Global HR Department

### Stance and Target

## Why is “Forced or Compulsory Labor” a critical issue to be addressed? Explanation of the reason and background

At the Yokohama Rubber Group, we comply with action guidelines that emphasize respecting human rights both inside and outside of the company and creating safe and healthy workplaces, and for this reason forced or compulsory labor, including forced or compulsory labor in the supply chain, is also prohibited in the CSR Procurement Guidelines. In addition, taking into account the risk of illegal labor being forced upon people who work at plants, business locations, and suppliers as we expand production and sales overseas, we have selected forced or compulsory labor as a critical issue to be addressed.

The Yokohama Rubber Group has seen an increase in the number of human rights-related complaints due to the diversification of workers at its domestic offices and subsidiaries. Due to the diversification of workers and ways of working, we recognize the importance of having a point of contact for direct consultation on "harassment in the workplace," whether in Japan or overseas.

## Vision (attainment goal) / target

We will maintain to achieve zero forced or compulsory labor at all of the Group's primary suppliers of natural rubber, including overseas suppliers.

Promote the introduction of a global whistleblower system to raise the level of compliance across the Group.

We collate case studies of problems that have been experienced in the Group in the past, and we have put in place a system so that employees can learn from these case studies at important milestones in their careers, such as when being given new assignments or being promoted.

## Measures for vision achievement

Along with population growth and increased mobility on a global level, demand for tires and natural rubber that is the main raw material for tires is constantly growing. Meanwhile, there are concerns such as illegal deforestation and land exploitation, human rights violations, and the adverse impact on biodiversity in areas where natural rubber is produced. To help resolve these problems, Yokohama Rubber is participating in the Sustainable Natural Rubber Initiative (SNR-i) being launched by the International Rubber Study Group. The Company is also a member of the Tire Industry Project (TIP) led by the World Business Council for Sustainable Development (WBCSD).

To help resolve these problems, Yokohama Rubber is also a founding member of the Global Platform for Sustainable Natural Rubber (GPSNR), initiated by the Tire Industry Project (TIP) of the World Business Council for Sustainable Development (WBCSD). In addition, Yokohama Rubber formulated its Procurement Policy for the Sustainable Natural Rubber and announced a policy of prohibiting child labor. For products other than natural rubber, we have completely revised our CSR Procurement Guidelines in 2019 to strongly appeal to our suppliers to protect human rights and prohibit forced labor etc. in the supply chain.

#### Review of FY 2019 Activities



## Identification of the presence or otherwise of forced or compulsory labor at the Yokohama Rubber Group and in the supply chain

With regard to domestic raw materials suppliers, we conducted a survey of labor conditions using a self-diagnostics checklist, and confirmed that there were no cases of forced or compulsory labor.

In regard to suppliers of natural rubber, we have begun surveying some natural rubber farmers in Thailand in 2019 and confirmed that there were no cases of forced labor.

## Countermeasures to eradicate forced or compulsory labor

We formulated its Procurement Policy for the Sustainable Natural Rubber and announced a policy of prohibiting child labor. For products other than natural rubber, we have completely revised our CSR Procurement Guidelines to strongly appeal to our suppliers to protect human rights and prohibit forced labor etc. in the supply chain.

## Response to complaints

There were no reports or consultations about forced labor among those accepted by the hotline and the General Counseling Room in 2019.

#### Issues and Future Improvement Measures



In the future, we will be aiming to further expand our efforts in this area to cover overseas suppliers, by issuing English-language versions of the CSR procurement guidelines and self-assessment sheets. And will be implementing CSR-related measures such as providing support for rubber farmers.

# Labor Practices

## Stance

Labor practices are practices that affect employee hiring and promotion, remuneration, disciplinary action, complaint response system, transfers and reassignment, termination of employment, human resources development, occupational safety and health, and working conditions (working hours and remuneration).

Bearing in mind that all corporate activities are made possible through the labor of employees, protecting the basic rights of workers is something that is very important for both companies and society.

As a manufacturer with rubber manufacturing plants, Yokohama Rubber has established the [Human Resource Policy](#) and [Basic Policy Towards Health and Safety](#), while the [Yokohama Rubber Group Action Guidelines](#) stipulate the company's basic policy towards creating safe and healthy workplaces and the actions that should be taken by employees.

## Policy

### Human Resource Policy of Yokohama Rubber

We will create an environment in accordance with our management policy of creating a workplace to value, improve, and energize people, where each of our ever-diversifying personnel can equip themselves with the necessary skills and perform by utilizing their capabilities to the fullest. Also, we aim to create a workplace where our employees can realize a satisfactory work-life balance.

Furthermore, we will address the development of personnel able to perform on the global stage as a pressing issue in order to achieve the goals of our GD2020 business strategies and technology strategies.

### Basic Philosophy towards Health and Safety

Following the Management Policy "Create a workplace that values, improves and energizes people," Yokohama Rubber shall consider the safety and health to be the basis for everything, and focus on preventing occupational accidents and creating workplaces comfortable and healthy both physically and mentally.

### Yokohama Rubber Group Health and Safety Policy

1. Giving top priority to the safety and health, participating by all members and developing globally, whole Yokohama Rubber group will improve the safety and health activities.
2. Yokohama Rubber will comply with all laws and regulations related to the safety and health, and take continuous improvement for the safety and health.
3. Yokohama Rubber will communicate with stake holders and cooperate with value chains to contribute to the local communities and the society.
4. Yokohama Rubber will strengthen the use of the Occupational Safety and Health Management System and repeat the PDCA cycle for continuous improvement.
5. Yokohama Rubber will carry out Risk Assessments for the "safety of the equipment" and "establishment of the Standard Operating Procedure" to promote reduction of the risk.
6. Being a part of the automotive industry, Yokohama Rubber will take preventive measures against traffic accidents.
7. Yokohama Rubber will create the safe and comfortable workplace, and take measures to promote physical and mental health positively.
8. Yokohama Rubber will make employees recognize the importance of the safety and the health, and provide education and training for them as required.
9. Yokohama Rubber shall publish this policy and make it known to all.



## Yokohama Rubber Group Action Guidelines

We shall create workplaces that are safe and healthy

### <Basic stance of the Yokohama Rubber Group>

1. We shall not tolerate child labor or compulsory labor at any of our member companies or suppliers.
2. We shall respect the rules governing working hours, days off, leave/vacations, minimum wage, and other factors as defined by laws and regulations in host countries and regions (i.e., those where we do business).
3. We shall place top priority on the assurance of safety and health in the workplace, and strive to prevent accidents and disasters.
4. We shall aim for the growth of all members of the Yokohama Rubber Group through their work, and proactively support their career and capacity development.
5. We shall confer with worker representatives in good faith in order to build and maintain sound labor-management relations.

### <To put our basic stance into practice — our action>

1. We shall be on guard against the supply of labor by children who have not yet reached the employable age prescribed in the laws and regulations of the host countries, not only at member companies of the Yokohama Rubber Group but also at our suppliers.
2. Recognizing that all labor must be supplied voluntarily and that all workers should be able to freely quit their jobs, we shall be on guard against the compulsory or forced supply of any labor.
3. In order to build workplaces in which safety and health are assured, we shall proactively participate in activities aimed at the improvement and penetration of rules and systems for safety and health.
4. We shall obey rules governing safety and health in the workplace and show concern for a good work-life balance.
5. In the event of disasters, we shall respond properly, in accordance with the prescribed rules.
6. We shall help employees with problems on the job to deal with them in cooperation with concerned personnel instead of treating them as personal worries or difficulties to be handled by those employees alone.
7. People who are under the influence of alcohol or drugs shall not be permitted to enter the workplace.

## Message from a manager

We believe that the foundations that enable diverse human resources to play active roles can be realized through a fair evaluation system and frameworks that make it possible to continue working through various life events and an environment in which they can work without harassment and with peace of mind. It is of most importance that we create a foundation for the employees of our overseas and domestic group companies to work with peace of mind. In addition, all of our activities are based on the health of our employees, and it is essential that we take measures to improve their health. We will continue to speed up our efforts in response to changes in the work style and globalization.

Shingo Ishimitsu  
General Manager, Head of Global HR Department

In all business location regions around the world, it is important to ingrain the culture of creating "a safe and comfortable working environment and good health" that Yokohama Rubber has fostered. Through preventing the recurrence of disasters and identification and eradication of latent causes of disasters through safety diagnosis, and follow-ups, and also the elimination of unanticipated risks through risk assessments, we will work to make the transition from workplaces with zero accidents to workplaces with zero risks. In addition, we will promote mental health through stress checks, environmental improvements through heat and heat countermeasures, and health checkups in cooperation with the health insurance association.

Yoshiaki Mori  
General Manager, Head of Safety & Health Management Department, Corporate Social Responsibility Division

## Vision for FY 2020

- Become an organization where diverse human resources can perform to the fullest regardless of age, gender, nationality, etc.
- We will establish a safety culture aiming for zero risks by promoting both physical and mental health.

## Grievance System for Labor Practices

We have an internal and external (attorney's office) hotline for consultation on labor practice compliance.

➤ [Whistle-blowing System \(Compliance Hotline / General Counseling Room\)](#)

## Main action items to be addressed first

The following items have been established as the main action items that the Yokohama Rubber Group will address first in consideration of the level of impact of business activities and the level of social interest.

Occupational  
Health and  
Safety ➤

Training and  
Education ➤

Diversity and  
Equal  
Opportunities ➤

## Data summary

 [Labor Practices \(177KB\)](#)

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People

# Occupational Health and Safety

## KPI

Item	FY 2018 results	FY 2019 results
Lost-time injury frequency rate (global, directly employed)	(Consolidated) 0.36 Domestic 0.30 Overseas 0.39	(Consolidated) 0.26 Domestic 0.30 Overseas 0.24
Scope of application of Occupational Health and Safety Program	100%	100%
Number of workers with a high risk of accident or illness	Zero	Zero
Formal agreement with labor unions regarding occupational health and safety matters	Yes (at those business locations where there is a labor union)	Yes (at those business locations where there is a labor union)

### Responsible Departments

Each business location

※Activities are conducted by each business location, and the Central Committee of Safety and Health that the Safety and Health Management Department serves as a secretariat implements company-wide policy discussions and activities.

### Stance and Target

## Why is “Occupational Health and Safety” a critical issue to be addressed? Explanation of the reason and background

We believe that for workers to be able to work in a secure and safe manner serves as the foundation for operations. As regards work-related accidents at the Yokohama Rubber Group in Japan and overseas, while the frequency of occurrence is low when compared with the average occurrence frequency for the production and manufacturing sector as a whole, it is not zero. Analysis of the causes of such accidents has revealed that many of them could have been prevented by countermeasures taken in advance. Because it is necessary to handle large-scale machinery at production plants due to the nature of our business, this leads to the possibility of major accidents from defects in equipment specifications and mishandling, and for this reason safety countermeasures are necessary. In addition, due to factors such as the fact that mental health issues account for an increasing percentage of long-term absentees, we need to respond fully to not only physical health, but mental health as well. For this reason, at the Yokohama Rubber Group we have selected occupational safety and health as a critical issue to be addressed.

## Supporting System for Safety and Health Management

In Japan, we formed a “Safety and Health Sub-Committee” at each division and workplace and the “Office-Wide Safety and Health Committee (legally stipulated)” at each office, under our Central Committee of Safety and Health that is headed by the CSR Department Manager. The importance of safety and health activities is recognized by both Group companies and unions. Through interaction with the Japan Rubber Manufacturers Association and Japan Rubber Workers Union Confederation to share safety information with other companies and other union confederation members, we are also trying to facilitate collaborative action by labor and management. We also share our activities with our subcontractors by having them join their respective committees. As for our various overseas offices, they have their own supporting system in place according to the prevailing law under their country’s governance. The Safety and Health Management Department manages activities relating to safety and health both in Japan and overseas.



## Vision (attainment goal) / target

1. We will promote the creation of a safe and comfortable working environment and good health.
2. We will establish a safety culture aiming for zero risks, and aim for zero work-related accidents.

## Measures for vision achievement

We will implement the following seven measures to create workplaces that enable employees to work in a safe and healthy manner.

1. Strengthening safety measures for equipment and work  
Implementing risk assessments for all equipment and work, creating facilities so that sources of danger don't reach the bodies of people and cannot be reached, and implementing safety measures taking into account the line of vision of workers and the motion lines of people.
2. Developing safety-conscious human resources  
Conducting One-on-One education, to develop safe workers.  
Reinforcement of Stop-Call-Wait procedure and countermeasures in response to risk causes.  
Implementation of KYT (Kiken Yochi Training / hazard prediction training), sampling and improvement of near-miss incidents, and hazard demonstration training in order to improve sensitivity towards risks.
3. Development of standard work manuals  
Identifying unsafe places and unsafe behaviors and reviewing standard work through open work observation.
4. Promoting both physical and mental health  
Strengthening mental health countermeasures (management of working hours, face-to-face guidance and work improvement suggestions for employees working long hours, education for improving communication skills through attentive listening training classes, and conducting stress checks).
5. Improvements in workplaces  
Chemical substances risk assessment, improvements in equipment development and working methods, and thoroughly enforcing the 5Ss (seiri [tidiness], seiton [being organized], seiso [cleanliness], seiketsu [hygiene], and shitsuke [discipline]).
6. Prevention of traffic accidents  
Conducting accident prevention activities and identifying risk points on commuting routes in order to achieve the target of zero accidents resulting in injury or death.
7. Establishment of a safety and health platform  
Continuation and spiraling up of management systems (JISHA method qualified OSHMS, OHSAS18001, and ISO 45001), development of job grade-specific training system, enhancement of check function through safety patrols, safety diagnosis, and diagnosis follow-up

### Review of FY 2019 Activities

The following activities were conducted for the measures implemented in FY 2019.

## 1. Strengthening of facility measures



Risk assessment for all facilities and work is implemented in a planned and ongoing manner, and safety measures are being implemented for facilities. In particular, we focused on implementing safety measures in relation to maintaining a distance from risk sources; to this end, we have implemented a worldwide facilities inspection program.



Safety diagnostics

## 2. Developing safety-conscious human resources

We are trying to train our workers to have good safety awareness, so that they can foresee risks in any potential situation. We are conducting KYT (Kiken Yochi Training / hazard prediction training), which is to be done by every worker every day, along with sampling and improvement for near-miss incidents, which constitute self-directed activities that we encourage everyone to participate in. We have also conducted hazard demonstration training sessions at our Taikan Dojo (training through actual experience for accident prevention). Also, we have facilitated safety awareness-raising by focusing on communication, for example by having supervisors interact with workers one-to-one to help them understand the meaning of each operation until the worker develops the autonomy needed to conduct safe operations on their own. In addition, as people who work with us, partner employees also participate in activities to prevent the occurrence of disasters in an effort to improve safety levels.



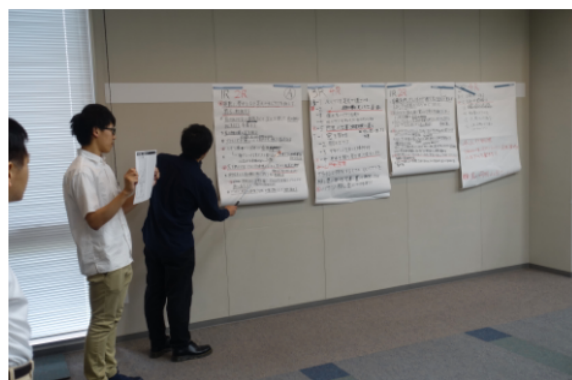
Hands-on safety drills with overseas plant safety personnel  
(Human error hands-on experience equipment)



Hands-on safety drills with overseas plant safety personnel  
(Hands-on experience of stairs with holding a load)



Newcomer KYT Training



Techno-College

## 3. Development of standard work manuals

We conduct open work observation in a planned and ongoing manner, and identify unsafe places and unsafe behaviors and review standard work manuals.



Singing the Safety Chant together before beginning work.

#### 4. Promoting both physical and mental health

Our efforts in mental health include management of working hours through a clocking in and clocking out system, face-to-face guidance and work improvement suggestions for employees working long hours, education for improving communication skills through attentive listening training classes, etc. In addition, stress checks were commenced from fiscal 2016. These checks are mainly for the purpose of assessing the level of stress of employees and encouraging employees to notice their own stress levels in order to lead to improvements in the workplace and encourage the creation of ideal working environments, which will prevent mental health issues among employees (primary prevention).

For the reinstatement of long-term absentees who have been absent due to mental health reasons, we hold interviews with the employee involved, and confirm the situation with family physicians, industrial physicians, public health nurses, and the workplace in order to discuss matters such as the means of reinstatement, timing, and work limitations in order to achieve a well-planned reinstatement. Reinstatement has been achieved at the Head Office and Hiratsuka in cooperation with the Jikei University Hospital and three industrial mental health physicians, which is still a relatively rare situation. Furthermore, after reinstatement, regular three-party interviews are held between employees, industrial physicians, and workplace representatives in order to gradually loosen work limitations and provide follow-up until all restrictions have been fully released.

In addition, we also conduct activities that support smoking cessation of employees to promote health, and physical fitness seminars.



Stress check study session at Onomichi Plant

#### Smoking cessation activities at Mie Plant



Confirmation of smoking level through measurement of carbon monoxide concentration in the breath



No Smoking Day at the Mie Plant



## 5. Improvements in workplaces

We have improved equipment and promoted the improvement, maintenance, and management of working methods aimed at using working environment measurements in order to maintain a pleasant workplace. In addition, based on the 5S (seiri, seiton, seisou, seiketsu, and shitsuke, or sorting, straightening, systematic cleaning, standardizing, and sustaining) methodology, we promote manufacturing where the things you need are available in a location that is not unsafe when you need them.

In addition, life-threatening heat has been experienced recently, and we are engaged in a variety of initiatives for heatstroke as a disaster that could lead to death in the same manner as an injury.



Visualization of working environment with a WBGT measuring instrument

## 6. Preventing traffic accidents

Each business locations conducts awareness raising activities while cooperating with the holding of traffic safety seminars with local police stations and traffic safety related organizations. In addition, traffic etiquette classes are provided by traffic safety expert Mr. Yahashi for students in the fourth grade of elementary schools located near our business locations to contribute to the prevention of local traffic accidents. Education was provided in 43 lessons for 23 classes in 10 schools during 2019. We will continue to expand these efforts in the future.



Road safety etiquette class for elementary school fourth graders(Hiratsuka Souzen Elementary School)



(Mie Misono Elementary School)



Traffic manner seminar for employees

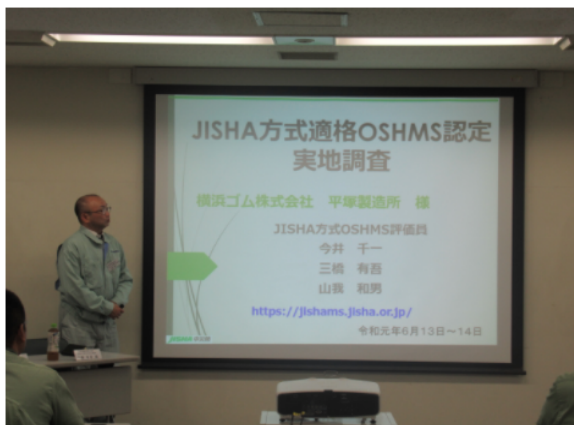


Traffic manner seminar for employees

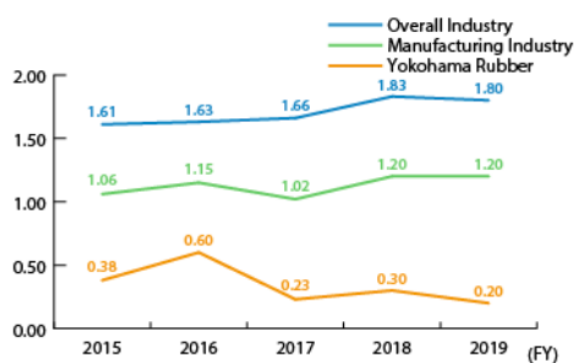
## 7. Establishment of a safety and health platform

We have acquired Occupational Safety and Health Management System (JISHA/OSHMS/OHSAS18001/ISO45001) certification at 17 domestic and overseas business locations; during fiscal 2019, we renewed the certification at 8 business locations (the certification process is ongoing at other business locations).

In addition, OSHMS level-up audits by Japan Industrial Safety and Health Association (JISHA) based on JISHA standards that started in Japan in April 2015 were expanded to one additional business locations in 2019, and certification was successfully renewed. We will continue to improve management systems and implement the PDCA (plan, do, check, act) cycle as we work to enhance our safety and health infrastructure.



The frequency of occupational accidents was 0.26. We will be working to achieve the target of zero accidents and also to realize zero risks.



Frequency of Occupational Accidents (Lost-time injury frequency rate)

### Explanation of the numbers

※Lost-time injury frequency rate = (number of work-related injuries / total working hours) x 1,000,000 hours

※All data are annual aggregated values (January to December)

※Figures for all production industry (excluding general contracting) and manufacturing industry are based on the Survey on Industrial Accidents statistical table released by the Ministry of Health, Labor and Welfare



A Global Safety Representative Meeting was held for the first time in November 2018, and it was attended by 16 representatives and interested personnel from 9 countries. Active Q&A session was held, the attendees separated into groups and visits were made to plants in Japan. In April 2019, we held a safety exchange meeting with Central Japan Railway Company (JR Tokai) at our Mie Plant. Through safety and health exchange meetings with other companies, we are working to improve the level of safety and health of both companies. In addition, employees belonging to Onomichi Plant's Safety and Health Division received the Green Cross Award at the National Industrial Safety and Health Convention held in October 2019. The award is in recognition of their daily efforts in health and safety activities.



Announcements on safety activities by employees from each plant



Observed equipment safety measures



JR Tokai exchange meeting

## Issues and Future Improvement Measures



We are implementing various measures aimed at creating a safe and employee-friendly workplace environment, and at safeguarding employees' health; however, the current situation is that we have yet to realize our goal of reducing the number of accidents to zero.

Besides proceeding with equipment-related measures that focus on maintaining distance from sources of danger, we are also working to cultivate employees who know how to act safely.

Labor Practices   **Occupational Health and Safety**   Training and Education   Diversity and Equal Opportunities

Data summary

# Training and Education

## KPI

Item	FY 2018 results	FY 2019 results
Total number of training participants per year	(Non-consolidated) Regardless of gender, 1,406 total participants (managerial positions) 447 participants (technical positions)	(Non-consolidated) Regardless of gender, 1,427 total participants (managerial positions) 380 participants (technical positions)

### Responsible Departments

Global HR Department

### Stance and Target

## Why is “Human Resource Development through Training and Education” a critical issue to be addressed?

### Explanation of the reason and background

Based on the idea that having each individual employee work to achieve personal growth by making effective use of opportunities for self-cultivation will in turn lead to our company's growth, we are providing the comprehensive support needed to realize this goal. We recognize that the assignment of professional human resources that have a strong desire to achieve and a broad range of perspectives, and who are capable of performing to their fullest while having an influence around them, is required at our business locations, which are expanding on a global scale, and we also recognize the need to implement new measures, including the putting in place of an effective education and training system, as an important means for achieving this objective.

### Vision (attainment goal) / target

We will aim to develop the sentiment, capabilities, and skills required for global business deployment and individual skills that include leadership for each management level, the ability to solve problems while working closely with the field, presentation skills, and negotiation skills, while implementing genba, genbutsu, and genjitsu principle-based education in which employees learn from sensation and experience.

### Measures for vision achievement

The following measures will be implemented to achieve our vision.

### New human resources system GLOBAL (development of core human resources)

Our Human Resources System, which was adopted in 2010, is focused on personnel training to cultivate employees who are able to perform on a global stage. For example, we have set up eight hierarchies from new entry level to divisional General Manager; each threshold must be cleared in order to go up to the next level. The threshold comprises performance evaluation, work experience (total number of work rotations), compulsory training, and language skills; in this way, relevant personnel can acquire necessary skills as a candidate so he/she can perform on the global stage by clearing each threshold one-by-one.

## Use of re-employment employees aged 60 or above

We have a system that allows you to work until the age of 70. Operations were commenced by Yokohama Business Association Corporation (YBAC), which was established since July 2013 as a staffing company specializing in re-employment employees.

## Personnel Training Program

### 1. Fresh Graduates

#### 1-1. Training program for Fresh Graduates

We provide all new career-track employees with on-site training, mainly by working shifts at the production plant and accompanying sales staff at the sales site. By actually experiencing the actual site of manufacturing, we create the necessary awareness as an employee of a manufacturer.

#### 1-2. Brother System

This system has been around for as long as 25 years already; initially it started as a system to give one-on-one training by senior employees to nurture young engineers; now it has also been extended to cover all new graduate hires in administrative positions (main career track).

### 2. Advanced Specialists and Skills Meister System

We are certifying those of our personnel who have made a significant contribution and those whose skills are needed to strengthen our business as "Advanced Specialists" with a top level of specialization in a specific technology area, so that they can focus their activities on technology. In addition, from fiscal 2015, the "CIA Program" was launched as a framework for young employees who will become specialists in the future to help them to devote themselves to research as a form of R&D certification.

Also, we are certifying as "Technical Meisters" those of our personnel in technical fields who are able to train juniors by utilizing their specialized skills and knowledge, in order to pass on our technology to the new generation.

### 3. Education for Company Expatriates and their Family Members

Amid the global expansion of our businesses, the number of company personnel assigned to work overseas is rising every year. Since fiscal 2009, we have provided overseas pre-relocation seminars for all employees going overseas. The seminars consist of information on how to proceed with work operations in different cultures, any necessary formalities, safety lectures specific to the destination region (necessary knowledge regarding the state of public order and ensuring safety), medical training, legal and compliance training, accounting and internal controls training, language training, and information on schooling for dependent family members.

### 4. Incentive to Obtain Official Certifications

We have an incentive system to encourage our employees to obtain official certifications which are advanced levels which may not be easy to obtain, but which are essential for our company growth; the company is thereby trying to encourage our personnel to obtain as many of these certifications as possible.

### 5. Qualified Employee Allowance

As a company, an allowance is provided to employees registered as qualified employees who maintain the official qualifications required for plant operations.

### 6. Foreign Language Subsidy

To encourage improvements in foreign language abilities, a foreign language subsidy has been provided to those employees who have achieved at least advanced level and above in a language other than their native tongue.

## Review of FY 2019 Activities



The following results were achieved for the measures implemented in fiscal 2019.

## Use of re-employment employees aged 60 or above

As of the end of December 2019, there were 448 re-employment employees enrolled, including both partner employees directly employed by Yokohama Rubber and Yokohama Business Association Corporation (YBAC) employees. In fiscal 2019, 74% of employees reaching retirement age continued working using the re-employment system. Efforts will be made to develop successors and pass on skills while utilizing the experience and advanced skills of these employees.

## Personnel Training Program

Name of training program	Number of participants		
	Men	Women	Total
New employee training	33	15	48
New employee follow-up training	27	12	39
Newly appointed key position training	27	1	28
Newly appointed organization management position training	22	1	23
Evaluator training	48	0	48
Training prior to re-employment	23	5	28

Education and training expenses	293 million yen
Total number of training participants per year (managerial positions)	1,427 employees

※Regardless of gender, the total number of training participants per year for technical workers was 380

### <System users and number of applicable employees for each program>

※As of December 2019

1 New employees	Brother System	48 employees
2 Advanced Specialists and Skills Meister System	Advanced Specialists	33 employees
	Skills Meister System	41 employees
3 Education for Company Expatriates and their Family Members		41 employees
4 Incentive to Obtain Official Certifications		12 employees
5 Qualified Employee Allowance		127 employees
6 Foreign Language Subsidy		506 employees

### <Number of employees that obtained official certifications>

Certification	Number of Achievement Cases				
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Radiation Protection Supervisor	-	1	-	1	1
Certified Measurer	-	-	1	1	2
Special Boiler Expert	1	-	4	-	1
Qualified Energy Manager	-	1	2	2	-
Class-1 Health Supervisor	13	10	6	2	2
Industrial Hygiene Health Officer	1	1	-	1	-
High Pressure Gas Production Safety Manager	2	1	2	-	-
Class-1 Boiler Expert	3	2	-	2	2
Operations chief of radiography with X-rays	2	2	1	-	2
Class-3 Electrical Chief Engineer	1	1	-	-	2
Manager in Charge of Pollution Control	4	1	2	1	-

In employee cultivation at Group companies in Japan and overseas, we will continually improve development structures for cultivating the mindset, capabilities, and skills needed to support the implementation of our business activities, developing programs for the development of young employees and also for creating high-performance human resources.

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Labor Practices   Occupational Health and Safety   **Training and Education**   Diversity and Equal Opportunities

Data summary



# Diversity and Equal Opportunities

## KPI

Item	FY 2018 results	FY 2019 results
Female employee ratio	(Consolidated) 13.7% (Domestic) 7.3%	(Consolidated) 13.4% (Domestic) 7.3%

### Responsible Departments

Global HR Department

### Stance and Target

## Why is "Human Resources Diversity" a critical issue to be addressed? Explanation of the reason and background

In order to achieve the targets of the Grand Design 2020 (GD2020) medium-term management plan and further increase our presence on a global level, it is necessary to promote human resources diversity to an even greater extent than we have done in the past.

We recognize that the building of frameworks that allow diverse human resources to perform to their fullest is an important issue in order to create workplaces that will allow all employees to work happily and enthusiastically together.

## Vision (attainment goal) / target

We will hire employees regardless of their nationality and gender. It should be noted that there is no gap between men and women currently employed at the company in terms of base salary and treatment, and going forward we will maintain a situation in which there is no discrimination based on gender, race, religion, culture, etc.

## Measures for vision achievement

The following measures will be implemented to achieve our vision.

### <Employing diverse employees in managerial positions>

Under the new human resources system GLOBAL introduced in July 2010, we aim to provide opportunities to employees with ambitions and capabilities. In addition, a regional-specific managerial position system was introduced in 2014. These are positions that work closely together with regions as human resources that fulfill an important function at domestic plants that are the core of Yokohama Rubber's manufacturing.

### <Stable new graduate hiring and mid-career hiring according to business strategy>

New graduates are hired on an ongoing basis from a long-term perspective. In addition, experienced employees (mid-career hires) are also hired depending on business needs.

### <Employment of people with disabilities>

Up until now, new employees with disabilities have been hired on a regular basis mainly for work within our existing operations that could be conducted regardless of their handicaps, and they have been accepted as new graduates on a regular basis at each business location. Going forward, we will develop new businesses in order to expand the scope of employment of people with disabilities.

### <Support for diverse work styles through various systems>

We will introduced and expand various programs to support the work-life balance of employees, including a childcare leave system and career return system, a nursing care leave system, a working-from-home system, a flextime system that eliminated core time, and a shorter work hours system.

### <Support through seminars, etc.>

We hold a wide range of seminars as a part of promoting diversity. To promote a culture that recognizes diversity, we held various seminars on strengthening management skills in order to eliminate unconscious bias, education to promote "Ikubos", and LGBT education. And, these seminars have included various seminars for the purpose of a wide variety of human resources, career development support seminars to promote the active participation of women, networking events to support a balance between childcare and work among employees, and health seminars (breast cancer, cervical cancer, menopause, sleep, etc.).

In addition, labor and management jointly had nursing care questionnaires with all employees, held individual interviews, and held nursing care seminar reflecting the contents of these field surveys.

## Review of FY 2019 Activities

During fiscal 2019, we conducted the following activities and achieved the following results in terms of ensuring the diversity of human resources and the provision of equal opportunities.

## Employing diverse employees in managerial positions

Since the introduction of a regional-specific managerial position system in July 2014, this system has been continually implemented and deployed at each business location, and it has led to the adoption of regional-specific managerial positions at four business locations at present.

### <Steady implementation of new graduate hiring and mid-career hiring according to business strategy>

During fiscal 2019, 117 employees were hired.

Of these, 68 were management career track positions (ratio of female employees of 31%).

Number of female employees (managerial positions: new graduates + mid-career) (unit: persons)

	FY 2017	FY 2018	FY 2019
Women	16	16	21
Men	31	54	47
Total	47	70	68
(Ratio of women)	34%	23%	31%

Although the percentage of women is 31.2% if you look only at new graduates for hires in 2019, it is 30.8% if mid-career hires are also included.

Number of employees by age and gender (non-consolidated) (unit: persons)

	Employee category	Gender	Japan	Asia	North America	Europe	Other	Total
Less than 30 years old	Regular employees	Women	89	0	0	0	0	89
		Men	921	3	0	0	0	924
	Contract workers	Men	1	0	0	0	0	1

Age 30 to 50	Regular employees	Women	263	5	0	0	0	268
		Men	3,246	45	24	11	1	3,327
	Junior employees	Women	1	0	0	0	0	1
	Contract workers	Women	2	0	0	0	0	2
		Men	8	5	0	2	0	15
Above age 50	Regular employees	Women	68	0	0	0	0	68
		Men	999	45	9	2	7	1,062
	Junior employees	Women	1	0	0	0	0	1
	Contract workers	Women	1	0	0	0	0	1
		Men	19	2	0	0	0	21
Above age 70	Contract workers	Men	2	0	0	0	0	2
Grand total			5,621	105	33	15	8	5,782

## <Employment of people with disabilities at Yokohama Peer Support Co., Ltd. (Special Provision Subsidiary)>

In 2012, Yokohama Peer Support Co., Ltd. was established as a special subsidiary of Yokohama Rubber for the purpose of creating employment opportunities for persons with disabilities.

The number of employees with disabilities has continued to regularly accept and recruit interns every year since its launch, while creating employment opportunities by expanding operations. As of December 2019, we have 30 people, mostly with intellectual disabilities (\*33 as of April 2020).

Our work includes cleaning more than 150 restrooms, meeting rooms, and break rooms at the Hiratsuka Plant, as well as greening, sorting and delivering mail and internal mail, and managing work clothes. After assigning tasks according to individual characteristics, we are focusing on human resources development by reviewing our evaluation system to gradually increase the level of performance as the scope of work expands and new employees are trained. Our mentors, mainly former employees, provide careful guidance on a daily basis to create a work environment in which each and every employee with a disability can work with ease. In addition to daily consultations, we conduct individual interviews every six months to understand careers, requests, and concerns to improve the retention rate. We will continue to perform our tasks as a group of professionals while firmly adhering to safety and standards, and aim to create a workplace in which we can play an active role for many years to come.

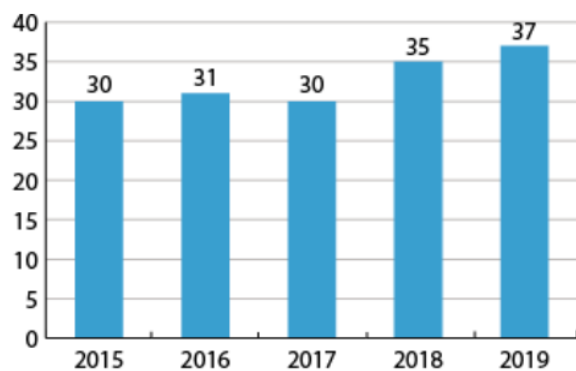
In addition, the four companies of Yokohama Rubber, Yokohama Peer Support, Yokohama Tire Japan, and Yokohama Rubber MB Japan have been recognized for having a disabled person employment ratio system or as special subsidiaries in accordance with the grant system for employing persons with disabilities, and the employment rate of people with disabilities was 2.44% for 2019 (results for April 2018 to March 2019).

## Support through our Systems

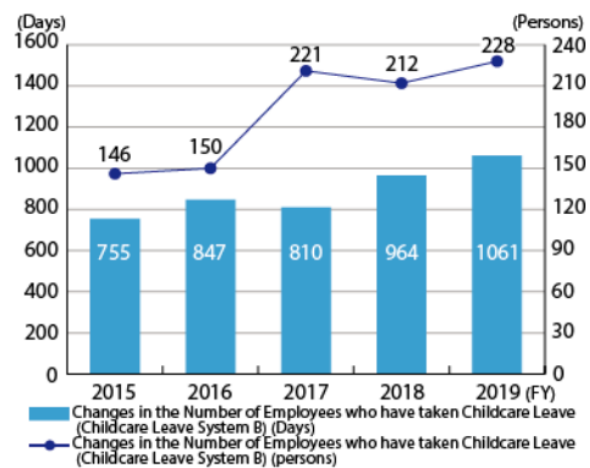
### <Childcare Leave System>

Since 1992, we had been supporting our employees who have children under one year old (up to 2 years if certain criteria are met) with a childcare leave system ("Childcare Leave System A"). In addition, our "Childbirth and Childcare Leave System," available for male employees only, was converted into the "Childcare Leave System B" in May 2017. The aim of this change was to encourage male employees' participation in childcare, and to provide support to help female employees who have returned to work after taking childcare leave to balance their work and family responsibilities. With respect to employees who obtained childcare leave system A in the period 2014 to 2019, the labor retention rate among these employees was 90%.\*

※Defined as still being employed by the company twelve months after returning to work.



Changes in the Number of Employees who have taken Childcare Leave (Childcare Leave System A) (unit: persons) Number of persons

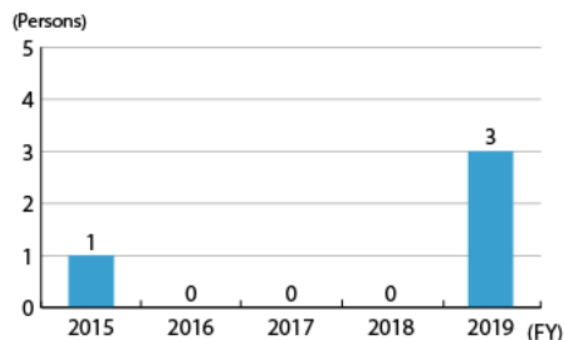


Changes in the Number of Employees who have taken Childcare Leave (Childcare Leave System B) (unit: persons)

※Figures for years up to and including fiscal 2016 denote the number of employees taking Childbirth and Childcare Leave, and the number of days' leave taken. Figures for fiscal 2017 are combined totals for both the old and new systems: Childbirth and Childcare Leave, and Childcare Leave System B.

### <Family-Care Leave System>

We introduced the Family-Care Leave System from fiscal 1994 to support employees with family members requiring constant nursing care. In addition, since fiscal 2016 it has been possible to take paid nursing care leave by hourly units for a period of 5 days per year if there is 1 family member who requires nursing care, and 10 days per year if there are 2 family members or more requiring nursing care. Furthermore, it became possible to take preservation leave for providing nursing care for a spouse, parent, child, or family member (up to a relation of the second degree) in units of a half day for a period of 10 days as of fiscal 2018. Also, we are expanding the scope of "nursing leave for children" (up to 5 days per year) which is to enable employees to take care of children who have become ill, to include children studying in elementary school as well as younger children.



Changes in the Number of Employees who have taken Nursing Leave for Children (unit: persons) Number of persons

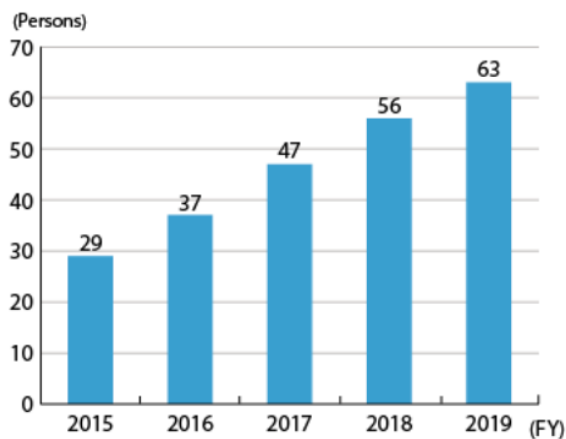
### <Shorter Working Hours Scheme>

Employees may utilize our shorter working hours scheme if they have pre-school children or any family members who need nursing care, upon request from the employee in question. Also, we have a staggered working hours system that was for those who have children in the third year of primary school or younger, and it has now been extended to include up to the sixth year of elementary school.

It was used by 63 employees in 2019.

Furthermore, since fiscal 2010 we have deployed a system for employees those who wish to be located in the assigned area only without relocation for the next two years.





Changes in the Number of Employees who have made use of the Shorter Work Hours Scheme (unit: persons) Number of persons

### <Introduction of a working-at-home option>

A working-at-home option has been introduced to promote a balance between work and family including childcare and nursing care, improve operational efficiency, and prevent constraints for long periods of time out of consideration for health. In 2019, we expanded the maximum weekly usage previously capped at 8 hours, but has been expanded to 16 hours. We have also expanded the requirements to include nursing care for live-in relatives (also LGBT-friendly), certain injuries and illnesses, etc.

### <Nursing care career return system>

In order to promote a balance between work and family, the career return framework in the leave system and career return system for a spouse transfer has been expanded to also include people who have resigned due to childcare or nursing care.

### <Introduction of system for the acquisition of paid leave in hourly units>

In order to promote a balance between work and family, a system for the acquisition of paid leave in hourly units has been introduced.

It was used by 1,322 people in 2019.

## Introduction of Initiatives

### Promotion of gender equality and others at Shandong Yokohama Rubber Industrial Products Co., Ltd. (YRSC)

The employment rate of women at YRSC is 10.2% of all employees. There are three women in management positions, who account for 8.1% of all management positions. There is no gap between the promotion of men and women to higher posts or positions. New hires are also assigned with respect to the wishes and capabilities of individuals.

In addition, in order to effectively use corporate housing facilities, some rooms have been used as a daycare to provide childcare support to couples in the prime of life.



## “Diversity Promotion Taskforce” activities

In 2016, Yokohama Rubber launched the “Women’s Participation and Advancement Taskforce” within the Corporate Planning Division in order to respond to the Act on Promotion of Women’s Participation and Advancement. We have been implementing various measures and expanding various systems under the policy of “Positioning ourselves as a company that welcomes diverse workstyles and that people will want to continue working at over the long term.” We believed that creating a comfortable work environment for minority women within the company would lead to an increase in women’s competitiveness, career development, and labor productivity, which in turn would enhance the competitiveness of the entire company.

In 2017, we administered an ES survey and interviewed all female employees to understand the current situation. In light of this, in 2018, we introduced and expanded our work-friendly systems, including a working from home system, shorter working hours scheme, and annual leave in hourly units. At the same time, we conducted a nursing care questionnaire and interviews with all employees, and also held a working mother exchange meeting, an enrollment seminar for women over 40 years of age, a career seminar for those on childcare leave, and a health seminar for those returning to work.

In 2019, further measures were taken to establish follow-up system for female employees who take maternity leave, covering the whole period from pregnancy through to the return to work, and seminars for supervisors of employees and employees themselves who are returning to work, care-related seminars, and lectures for company officers about workstyle reform, etc. Furthermore, we have renamed to “Diversity Promotion Taskforce” and decided to go back to basics to enhance productivity of our diverse members (including young people, elderly, women, people with disabilities, LGBT people, etc.) and to create new value beyond the existing framework.

We believe that the key to creating an organizational culture in which each and every diverse employee is respected and can play an active role is the awareness of managers. Therefore, in addition to systematic diversity management training as part of the Diversity Promotion Program for managers, we will continue to support the activities of diverse employees by providing support for women’s career development, support for balancing work with childcare and nursing care, and support for the activities of people with disabilities and LGBT people.

Our goal is to create a corporate culture that accepts diverse people working in diverse ways as a matter of course, and to create a company where all employees can continue working at over the long term with a sense of fulfillment.

### [VOICE] A female manager working in Thailand

**Yokohama Tire Manufacturing (Thailand) Co., Ltd. (YTMT)**  
**Technology Section Chief**  
**Suarpa Ratanavaraha**



As a Technology Section Chief, I am responsible for supervising the entire tire manufacturing process. I have been working at YTMT for 13 years now. When I first joined the company, I was working as a rubber compounder; I was subsequently promoted to Assistant Section Chief, and then to my current position in 2014. The Technology Section has 40 employees, of which half are women; the two Assistant Section Chiefs are both men. I don’t feel that being a woman has made it difficult for me to work as a manager; in Thailand, it is considered normal for women to hold managerial positions.

In Thailand, we get on with co-workers in the same way that we get on with members of our own family. Of course, that is true for me as well; I treat my colleagues like my own family members. Every morning, when I see team members faces during meetings, if it looks as though something is wrong, I

make a point of talking to that colleague immediately. We also all enjoy participating in company events such as marathon competitions and dinner parties together. We are always ready to provide support for one another, even if it is a family problem and not directly work-related. One of my subordinates had problems with her eyes because of diabetes, so I moved her to a different position in which she wouldn’t need to use a PC so much, and all of us worked together to prevent her from eating too much sugary food.

I want to keep working as long as I can, and I hope to be able to create happiness ? both for myself and for my colleagues ? through my work. I believe that if you focus not just on your own happiness but on that of others too, it is possible to really enjoy your work.

As I see it, everyone is bound to make mistakes occasionally as they take on new challenges; by making mistakes and learning from them, you are actually strengthening your capabilities. When holding meetings with managers from Yokohama Rubber group headquarters in Japan, by communicating directly in English rather than relying on an interpreter, it is possible to invigorate the communication, and also to strengthen our English ability in the process. I have been very pleased to see how our whole company has developed a corporate culture that supports challenging oneself.

## [VOICE] A female manager working in Thailand

Yokohama Tire Manufacturing (Thailand) Co., Ltd. (YTMT)

Accounting Section Chief

Suphawadee Trairatsarabakul



I am responsible for cost management at YTMT's accounting section. I have 17 people working under me in the section, who all happen to be women. This is not because our company discriminates on the basis of gender; I think it may be because the kinds of people who pay attention to small details ? which is important in accounting ? tend to be women. As a workplace with many female staff, it is inevitable that there will be many cases of personnel needing to take maternity leave. However, because the period of maternity leave is fixed, we can plan the arrangements for other staff to take over their responsibilities in a systematic way. I believe that being a well-organized company with a clear division of responsibility is what makes YTMT such a great place to work. With subordinates, I make an effort to understand their individual personalities and to communicate with them considerately. If someone has a problem, they

won't always come over to talk to you about it, so I will strike up a conversation with them to try to get them to tell me what is bothering them. Thailand has a tight job market at the moment, with plenty of job vacancies, which makes it easy for people to change jobs, and so we often get people leaving the company suddenly. Besides trying to avoid this situation, I also try to be ready for it, so I get staff to work in teams of two people (so that one can take over if the other leaves suddenly).

I want the personnel in my section to be proactive about expanding their own capabilities. Given the great working environment that we have here, and the opportunities for personal growth, it seems to me to be a shame to just allow one's work to become circumscribed. I think it is important to challenge yourself, for example by trying to resolve problems by yourself when your supervisor is absent.

Thailand has a lot of women working in office jobs, and as a consequence it also has a lot of female managers. I didn't set out with the idea of wanting to become a manager; I just happened to find myself being promoted to a managerial position at a time when I wanted to learn more. I have now been in my current position for 10 years, and I would like to further enhance my capabilities and learn new skills in a different area. If I have the opportunity to do so, I hope to rise to departmental manager or higher in the future.



## [VOICE] A female employee working in Thailand

Yokohama Tire Manufacturing (Thailand) Co., Ltd. (YTMT)  
Human Resources Department  
Nao Nishimoto



Having previously worked in the Human Resources Department at the Yokohama Rubber Co., Ltd., I was assigned to YTMT in July 2017; I also serve as a member of the Women's Participation and Advancement Taskforce. I had always hoped to have the opportunity to work overseas, in order to broaden my outlook, so I was very pleased when the assignment to YTMT was confirmed. One of the first things that struck me after arriving in Thailand was that the way in which colleagues in Japan can more or less "read each other's minds" does not work here. Because different countries have different ideas about what constitutes "common sense," and different approaches to doing things, in order to fully understand what you are saying to one another you need to take great care over even the smallest details of communication. Every day, there are new challenges to be overcome, but I view these as an opportunity for growth, and

work proactively to overcome them.

Companies in Thailand usually don't have a shorter working hours system (for new parents), but it is normal to leave work on time. Because family members and neighbors are willing to help with childcare, it is normal for women to keep working while pregnant and when they have young children. As work-styles and the social background in Japan are different, I think it would be difficult to have exactly the same kind of situation in Japan, but I think that, if you can develop systems suited to the society in question, then as people get used to these new systems, the number of women who continue working over the long term will increase, and then you will naturally see an increase in the number of female managers.

Japanese people and Thai people each have their own special strengths. Japanese employees are good at preventing problems from developing, and at drawing up schedules to plan their work; Thai employees are good at responding quickly and decisively when a problem develops, and I find that I am able to learn from my Thai colleagues on a daily basis. I feel that, if it were possible to create an organization that combined the strengths of both countries, it would be a truly first-class organization.

## Completion of a new form of company housing and employee dormitory, and improvements in communication and disaster response

The new integrated company housing and employee dormitory facility Ciento Musashi-Kosugi (the nearest railway station is Musashi-Kosugi) has been constructed in Imainishimachi, Nakahara Ward, Kawasaki City, Kanagawa Prefecture, and it started to accept residents from the end of March 2017. The facility is characterized by being a new form of facility that contains company housing, a men's dormitory, and a women's dormitory.

This new integrated facility is based on the three concepts of stimulating communication among employees, improving safety levels and the ability to respond when disasters occur, and the provision of secure housing to employees as an integrated facility that brings together company housing, a men's dormitory, and a women's dormitory.

The word ciento means "100" in Spanish, and this name was used to commemorate Yokohama Rubber's 100th anniversary since foundation.



Outside of Ciento Musashi-Kosugi



Communal lounge with kitchen where both adults and children can gather



## - Effective utilization of a popular and convenient location for employees

We aim to increase motivation by creating a comfortable living environment that effectively utilizes a location that is popular as a neighborhood people want to live in and is convenient for commuting for employees.

## - Stimulating communication between employees

In an effort to deepen communication regardless of gender or generation, we have established a wide variety of comfortable communal spaces that include a lounge with kitchen where both adults and children can gather on the 1st floor, a library where adults can study in a quiet setting, and a garden and patio.

## - Improving safety levels and the ability to respond when disasters occur

We will improve safety levels and the ability to respond when disasters occur by consolidating company housing and employee dormitories.

In addition, the facility will be used as a base for providing integrated support for employees and the region by making available emergency equipment and emergency food supplies, and opening it as an evacuation area for people from neighboring areas during disasters.

## - Provision of secure housing to employees

This facility that will serve as the first women's dormitory for Yokohama Rubber will be equipped with strong security features in order to provide secure housing where people can gather during emergencies while maintaining privacy.

## - Contributing to the regional environment

We have actively conducted greening in gardens and areas surrounding the building, and installed footpaths, benches, etc. In addition, we aim to contribute to safety and towards improving the local environment by creating a bright neighborhood with lighting which lights up the building and the planted areas adjacent to it.

### Issues and Future Improvement Measures



In 2019, we established a consultation window dedicated to childcare and nursing care at each of our locations to provide a more attentive service to help employees balance their workloads.

We have also made a flextime system available to all employees, regardless of whether they are engaged in childcare or nursing care, and have greatly expanded the requirements for use of working from home system. With regard to employment of people with disabilities, we will continue to actively pursue this trend, including the operation of Yokohama Peer Support Co., Ltd. We will continue to create a workplace that is comfortable for all employees to work in and allows them to exercise their skills.