

## People II (Workstyle Reforms, Human Resources Development, Occupational Health and Safety)

Yokohama Rubber respects diverse styles of working and supports its employees in finding a healthy balance between work and home life. We also strive to enhance the value of human capital by developing and selecting added-value talent, assigning the right people to the right jobs, and creating a pleasant workplace where people can work in good health.

### Workstyle Reforms

#### Integration of the Head Office and Hiratsuka Factory

In March 2023, we plan to integrate the Head Office and Hiratsuka Factory. By doing so, we will achieve the unified operation of planning, production, sales, technology and distribution, and enable speedy decision making.

■ Achieving Speedy Decision Making through Site Integration



#### Executing Operations Regardless of Time or Location

Today, as we seek ways to “New Normal of living with COVID-19,” Yokohama will use the integration of the Head Office and Hiratsuka Factory as an opportunity to introduce home office and satellite office schemes, upgrade work-at-home and flex work systems, and drive other workstyle reforms that will allow people to continue working regardless of time or location, and even when undergoing various life events.

#### Specific Measures

##### Home Office Scheme

Following the integration of the Head Office and Hiratsuka Factory, we will introduce a Home Office Scheme where employees who end up having to commute long distances will have offices developed at their homes at Yokohama’s cost and will basically work from home without maintaining a fixed desk at the office.

##### Establishment of Tokyo Office and Satellite Offices

In connection with the integration of the Head Office and Hiratsuka Factory, a Tokyo Office at Shinagawa Intercity and satellite offices will be established.

##### Upgrading of Work-from-Home and Flexible Work Systems

By making enhancements to working systems, such as removing the upper limit on the number of days that can be used with the work-from-home system, instituting a flex-time system that eliminates core hours and offering a flex-time system with shortened working hours, we will further improve employees’ work-life balance and put in place systems that enable them to produce work results regardless of time or location.

### Human Resources Development

#### Basic Approach

For the global Yokohama Rubber Group, assigning “professional human resources” who maintain a strong willingness to achieve and broad perspective, and who demonstrate their capabilities while impacting those around them, is essential. To this end, we promote measures toward development and select talent, and ensure that the right people are placed in the right jobs.

We also work to secure and develop management-oriented human resources who can carry the company on their shoulders so that we can prevail amid global competition.

#### Developing and Selecting Value-Added Human Resources

We will develop young employees as value-added human resources, and quickly promote selected human resources to important positions on an irregular basis with a focus on performance.

#### Assigning the Right People to Important Positions

We will assign the right people to important positions based on their achievements, and when the right person cannot be found internally, actively hire high-level staff from outside.

#### Linking Compensation with Duties and Performance

We will introduce a job-based system for managerial positions and adopt a compensation structure where salary is paid based on duties, and bonuses are paid based on performance.



#### Message from the Officer in Charge of Human Resources

#### Shingo Ishimitsu

Officer, Head of HR Dept.

To achieve the YX2023 business strategies and technology strategy, we must create an environment in which a diverse range of human resources can leverage their individual strengths and succeed to the fullest. To do so, I believe the important challenge we face is eliminating prejudices based on gender, LGBTQ+, disabilities and other attributes, as well as fostering a corporate culture where a diverse range of human resources can mutually respect their wide variety of working styles.

While COVID-19 has brought significant changes to the way we work, we will adapt to these changes and develop environments to ensure that all employees can succeed even more. We will also create workplaces where employees can continue to work with peace of mind as we balance comprehensive measures to prevent the spread of infection with business continuity. All of our activities are rooted in the health of our employees, and we will continue with diligent health promotion efforts.

## Occupational Health and Safety

### Basic Approach

Occupational accidents within the Yokohama Group occur at a lower frequency than the averages across all industries and the manufacturing sector, but the number is still not zero, and when the causes of these accidents are analyzed, we recognize that many of them could have been prevented if measures had been taken in advance. As it is necessary to handle large machinery at our production plants due to the nature of our business, defects in equipment specifications or incorrect operation can lead to serious accidents, and appropriate safety measures need to be taken. Additionally, with mental conditions accounting for an increasing proportion of long-term absences from work, we must properly look after the mental health of employees in addition to their physical wellbeing.

The Yokohama Group strives to develop safe and comfortable workplaces and promote employee health, and also aims to foster a culture of safety to remove all hazards, and achieve zero occupational accidents.

### Measures for Achieving Our Vision

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

Implement risk assessments for all equipment and work, and create facilities so that sources of danger cannot reach or be reached by human bodies, and for the prevention of recurrence of similar accidents.

#### 2. Developing safety-conscious human resources

Conduct One-on-One education to develop safe personnel. Reinforce Stop-Call-Wait procedure and countermeasures in response to risk causes. Implement 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

Identify unsafe places and unsafe behaviors and review standard work through open work observation.

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

Strengthen 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

Carry out chemical substances risk assessment, improvements in personal protective equipment and facilities, development and working methods, and thoroughly enforce the 5Ss (seiri [tidiness], seiton [being organized], seiso [cleanliness], seiketsu [hygiene], and shitsuke [discipline]) and improve of high temperature work environment.

#### 6. Prevention of traffic accidents

Conduct accident prevention activities and identify 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

Ensure continuation and spiral up of Occupational Health and Safety Management System, development of training system for each level, enhancement of the checking function through top management diagnosis, safety patrols, safety diagnosis and diagnostic follow-up.

### Future Tasks

#### •Creating a Zero-Risk Workplace

We continually conduct risk assessments on all facilities and tasks and implement safety measures for equipment that place a particular emphasis on “isolation from hazard sources.”

By implementing ongoing safety education, conducting risk prediction training, introducing a certification system for hazardous work and through other efforts, we develop safety-conscious human resources who have a sensitivity toward risks and aim to create a zero-risk workplace.



#### •Improving the Environment at Manufacturing Sites, including Measures to Deal with Heat

As many Yokohama sites use heat in the manufacturing process, measures to deal with heat are one of the most important challenges. In addition, to create a healthy and comfortable workplace, we also take measures to improve hygiene and the quality of cafeterias, as well as to save on labor and lighten workloads.

#### •Promoting Health and Productivity Management

To create a workplace where employees can work for a long time in good health, we tackle health and productivity management through Collaborative Health\* in conjunction with health insurance societies and promote improved health and physical fitness.

\* Collaborative Health: An approach where insurance providers and business operators actively collaborate to efficiently and effectively implement prevention and health development for insured employees based on a clear division of roles and a good workplace environment

#### ■ Health and Productivity Management Structure

