


Diversity & Inclusion

Relevant material issue	Initiatives
 People	<ul style="list-style-type: none"> • Hiring regardless of attributes such as nationality, sexual or gender identity (LGBTQ+*), educational background and experience • Respect for work life balance • Support for diverse work styles

* LGBTQ+: An acronym that refers to sexual minorities, including those identifying as lesbian, gay, bisexual, transgender, queer/questioning (people whose sexual orientation and gender identity are uncertain), with the + sign referring to a diverse group of people that are not defined by the above definitions.

Basic Approach

At the Yokohama Rubber Group, we believe it is important to further promote diversity in human resources through encouraging our people to embrace various work styles, promote work styles that are not bound by conventional rules and ways of thinking, and establish workplaces that enable employees to work together with a sense of pride and fulfillment.

To meet this goal, we conduct hiring regardless of attributes such as nationality, gender or sexual or gender identity, educational background or experience, and strive for the most optimal human resources placement aimed at achieving the business and technical strategies of YX2023.

Moreover, we strive to be a workplace that fosters the continued growth of all employees and enables career development by respecting work-life balance and embracing diverse human resources and styles of work.

Activities of the Diversity & Inclusive Promotion Taskforce

At Yokohama Rubber, we have worked to implement various measures and expand various programs under the policy of “embracing diverse styles of work and striving to become a company of long-term careers.” In 2016, we established the Women’s Participation and Advancement Taskforce. It was later renamed in 2019 as the Diversity Promotion Taskforce, and once again renamed in 2023 as the Diversity & Inclusion Promotion Taskforce to coincide with an expanded scope of activities. The promotion taskforce strives to implement activities on a further broadened scope to improve productivity by diverse members (young generation, seniors, women, LGBTQ+, persons with disabilities, etc.) and create new values that extend conventional boundaries.

In order to achieve diversity and inclusion in an organization, it is also important to raise awareness among managers. To this end, we will continue to support career development for women, support balancing work with childcare and family care, and support for the active participation of people with disabilities and LGBTQ+ while systematically implementing diversity management training in the diversity promotion program for managers.

Through the activities of the Diversity & Inclusion Promotion Taskforce, we aim to foster a culture of embracing a variety of work styles by our diverse workforce and evolve into a company that provides all employees with job satisfaction and long-term careers.

» Examples of diversity related training

		2019	2020	2021	2022
Number of programs		16	8	17	15
Total number of participants		503	214	327	181
Main programs	Diversity	<ul style="list-style-type: none"> • Diversity program • Management of diverse human resources 	<ul style="list-style-type: none"> • Enhanced management of diverse human resources 	<ul style="list-style-type: none"> • Enhanced management of diverse human resources • Participation in wwP* 	<ul style="list-style-type: none"> • Diversity training • Enhanced diversity management • Participation in wwP
	Women’s career development	<ul style="list-style-type: none"> • Encouragement • Career advancement • Skills training 	<ul style="list-style-type: none"> • Encouragement • Business skills training 	<ul style="list-style-type: none"> • Encouragement • Business skills training 	<ul style="list-style-type: none"> • Leadership for women
	Support for work-life balance	<ul style="list-style-type: none"> • Career development for employees returning to work • Supervisors of employees returning to work • Mothers-to-be gathering 	<ul style="list-style-type: none"> • Career development for employees returning to work • Networking sessions for working parents 	<ul style="list-style-type: none"> • Career development for employees returning to work • Individual consultation for working parents 	<ul style="list-style-type: none"> • Career development for employees returning to work • Individual consultation for working parents
	Healthcare	<ul style="list-style-type: none"> • Breast cancer/sleeping aid • Prevention of work severances through nursing care commitments 	<ul style="list-style-type: none"> • COVID-19 preventive measures 	<ul style="list-style-type: none"> • Prevention of turnover due to nursing care/nursing care finances 	<ul style="list-style-type: none"> • Post-partum care class support

* wwP: work with Pride (refer to page 46)

Main initiatives in fiscal 2022

In fiscal 2022, we implemented the Diversity Management Program as a program to promote diversity among those in managerial positions, a leadership seminar for women, and young employee

development program. In addition, we also created a training video and shared it internally to enhance understanding of changes in the childcare leave system and encourage male employees to take childcare leave.

Systems for Supporting Diverse Work Styles

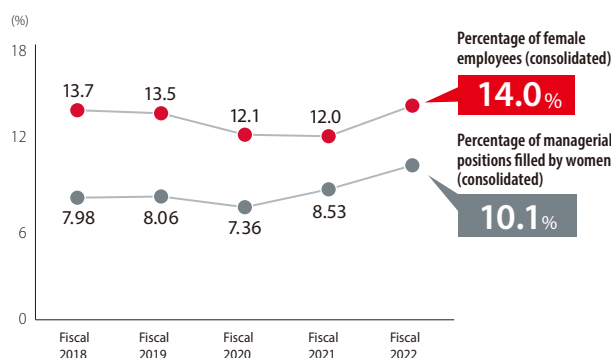
We have established a system that enables employees to be successful at work regardless of time or place by expanding the working system and improving work-life balance, such as with the expanded work-from-home scheme, flex-time system that eliminates core working hours, and shortened working hours. In addition, we aim to

establish a work system that allows employees to continue building their career along their personal life events, such as family care or childcare, by expanding the systems for childcare leave, family care leave, spouse accompaniment leave, and career return.

System	Detail
Childcare Leave System	For employees with children under 1 year of age (or under 2 years of age if certain criteria are met), we offer 10 days of childcare leave that can be taken by the day to meet diverse childcare support needs (Childcare Leave B) and Post-partum Paternity Leave that allows an employee to work while on leave (Childcare Leave C) in addition to statutory childcare leave (Childcare Leave A).
Family Care Leave System	Family care leave is for employees who need to provide constant care to a family member, which can be taken up to a year in length and divided into ten separate portions.
Work-From-Home and Home Office Schemes	In addition to the work-from-home system, which promotes work-life balance including need for balancing work with childcare or family care, enhanced work efficiency, prevention of prolonged time commitment (health concerns), and alleviation of commute stress, Yokohama Rubber has also introduced the home office scheme in which the Company subsidizes the setup of a home office in an employees' residence to make it their base of work operations for those facing long-distance commuting or moving to accompany a spouse on a job transfer.
Shortened Working Hours	Employees with children up to the sixth grade or family members requiring care can apply for shortened working hours.
Career Return System	A system that allows employees who have taken leave or retired to accompany their spouse on a job transfer, or who have retired due to childcare or nursing care, to return to work.
Paid Leave Taken by the Hour	This system allows employees to take annual paid leave in hourly increments in aiming to promote work-life balance.
Re-Employment of Employees 60 Years of Age and Older	The system enables employees to continue working and hold an official position after mandatory retirement age of 60 until up they turn 70 years of age.

Promotion of Women's Participation

We strive to create a female-friendly work environment through expanding and implementing a variety of systems and initiatives to enhance the percentage of women in managerial positions. As of December 31, 2022, the percentage of managerial positions filled by women at Yokohama Rubber was 1.73% (10.1% Groupwide). However, we are seeing more female managerial position candidates among those who joined the company since fiscal 2007, when the percentage of women in new graduate hires surpassed 20% for the first time. Going forward, we expect the number of managerial positions filled by women to increase. We also utilize an early promotion system with the aim of further facilitating the success of female management personnel.



Employment of Persons with Disabilities

Regarding the employment of persons with disabilities, to date we have focused on jobs in which people can succeed within our existing operations regardless of disability and have periodically accepted new graduates at each business site. Moreover, Yokohama Peer Support was established in 2012 as a subsidiary to create places of employment for persons with disabilities. As of December 2022, the subsidiary employed 39 people with intellectual disabilities. Going forward, we will continue to develop new business operations as we broaden the scope of employing persons with disabilities.

Initiatives for Sexual Minorities

Yokohama Rubber is a participating member of work with Pride, a volunteer group that supports the promotion and instilment of diversity management relating to sexual minorities such as LGBTQ+ in the workplaces of companies, groups and other entities. In 2022, we conducted a workplace LGBTQ+ awareness survey in collaboration with other participating companies.



Future Issues and Measures

Since overseas sales accounts for 70% of total sales for the Yokohama Rubber Group, in order to stay ahead of our global competition, we are working to ensure that local human resources who are fluent in the local language and well versed in local culture play an active role in our operations, and that there is diversity in the company's core human resources. To this end, promoting diversity in management positions (employment of women, foreign nationals, and mid-career hires) will be a focus for the future. Moreover, the Group will further develop its workplace environment to enable foreign nationals to actively participate at work in domestic business sites.

Special Feature

Promoting the Active Participation of Women at Production Sites in India

The Yokohama Rubber Group has four production sites in India, comprising the YOKOHAMA Off-Highway Tires (YOHT) Dahej, Visakhapatnam, and Tirunelveli plants, which produce off-highway tires (OHT), and Yokohama India Pvt. Ltd. (YIN), which produces passenger car tires (PCR). Although

» Initiatives at Production Sites in India

According to the World Economic Forum (WEF) Global Gender Gap Report for 2023, India's ranking on the "Economic Participation and Opportunity" gender gap subindex is low at 142 out of 146 countries, with women's employment opportunities in India rated as limited. With respect in particular to tire production in India, it is common practice that nearly 100% of workers on the production floor are men.

In this social environment, the Yokohama Rubber Group has promoted the hiring of female employees at production sites in India while pursuing the creation of work environments in which women can easily engage in work under a policy aimed at mutually recognizing the diversity of human resources and workstyles with the aim of becoming a company where employees can work comfortably over the long term.

At production sites in India, the first female employee was hired at the YOHT Dahej plant in 2018, followed by the other three sites, which began hiring female employees sequentially from 2021 onward. As a result, the percentage of female employees at all production sites in India has increased from 0% at the end of December 2017, to 12.5% at the end of December 2022, and is expected to exceed 20% by the end of 2023.

The Skill Development Center, established onsite at our plant, has also been successful in providing vocational training, and as of the end of December 2022, more than 200 female employees were engaging in various tire production at the YOHT Dahej plant, which was one of the first to begin hiring female employees in 2018. At YIN, the ratio of female employees was 0% at the end of December 2021, but reached 12% at the end of December 2022, and has subsequently continued to increase. The YOHT

employment opportunities for women are still limited in India, the Yokohama Rubber Group proactively recruits women at its production sites, substantially increasing the ratio of female employees.



Women-only Production Lines

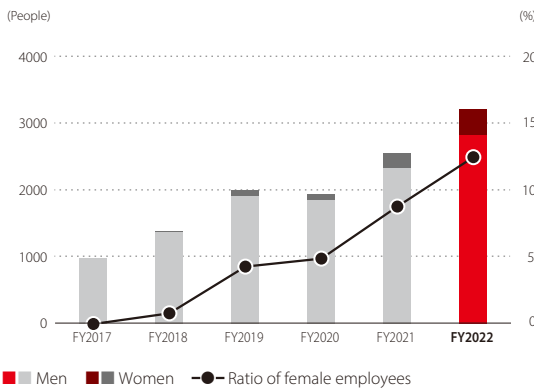
Visakhapatnam plant, which commenced operations in August 2022, is focusing on recruiting female employees with the goal of increasing the ratio of female employees from 17% at the end of December 2022, to 40% by the end of 2025.

At the YOHT Dahej plant, a truck and bus tire production line exclusively for female employees has been in operation since 2018, and approximately 70 female employees are currently engaged in tire production on this line. In the past, the handling of tires was considered unsuitable for women due to tire sizes and weights, and most production facilities were designed for the male physique and physical strength. However, revisions to the size and height of production facilities and the introduction of lightened workloads have expanded opportunities for female employees to play active roles. We are proactively increasing the number of female employees at each of our plants, and plan to provide further opportunities for women to play active roles by increasing the number of women-only production lines, developing female production line managers and leaders, and expanding leadership education.



Women-only production line at the YOHT Dahej plant

Percentage of Female Employees at the Four Sites in India



YIN employees

Future Issues and Measures

Although employment opportunities for women in India are still limited, in recent years, women have been making social advances and employment opportunities are expanding. Given the growing importance of Yokohama Rubber Group production sites in India, from the perspective of securing talented human resources, we will further promote the creation of workplace environments that are comfortable for women, increase the number of female employees, and develop female managers and leaders to ensure our production sites can thrive amid global competition.