




# Occupational Safety and Health

Relevant materiality	What we aim to do
 <p><b>Development of human capital capabilities for sustainable corporate value enhancement</b></p>	<ul style="list-style-type: none"> <li>• Develop safe and healthy workplace environments</li> </ul>

## Basic Approach

As regards work-related accidents at the Yokohama Rubber Group, although the accident frequency rate of the Group is at a low level when compared with that of the overall industry or the manufacturing industry, it is not zero, and analysis of the causes of such accidents has revealed that many of them could have been prevented by taking precautions.

Since we handle large machinery at our production plants due to the nature of our business, defects in equipment or incorrect operation can lead to serious accidents. Therefore, it is important to thoroughly implement safety measures and raise safety awareness. Additionally, the number of long-term absentees has been increasing in recent years due to mental health issues. We aim to achieve zero occupational accidents by promoting the creation of safe and comfortable workplaces and health promotion, taking into consideration not only physical but also mental health, and by establishing a safety culture aiming for zero risks.

## Safety and Health Management System

In Japan, we established the Central Safety and Health Committee chaired by the head of the CSR Division, and each business site has its own Business Site Safety and Health Committee (statutory) and each department and workplace have their own Safety and Health Working Subcommittee. As safety and health activities are important initiatives for both the company and the union, we are promoting them in concerted effort between labor and management while sharing safety information with other companies and labor unions through interaction with the Japan Rubber Manufacturers Association or the Japanese Rubber Workers' Union Confederation. We also urge our partner compa-

nies to join their respective committees in order to share activities.

In addition, to create a workplace where employees can work in good health for a long time, we promote the improvement of the health and physical fitness of our employees based on "Collaborative Health\*" in cooperation with health insurance associations. Each overseas company has developed its own safety and health system in accordance with the laws of each country. The Safety and Health Management Department coordinates safety and health activities in Japan and overseas, which contributes to raising the level of safety and health throughout the Group.

\* Collaborative Health: An approach where health insurance societies and businesses 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.

## Initiatives to Improve Occupational Safety and Health

### Enhancing equipment measures

We are strengthening safety measures from an equipment perspective by systematically conducting risk assessments for all equipment and operations, and by continuously reviewing and improving them. We have established a system for monthly follow-up on the number of risks and improvements, and constantly monitor the progress of safety measures. Top safety diagnoses are conducted by directors at our domestic plants to further strengthen safety measures. In addition, we are enhancing Company-wide efforts to share information on disaster countermeasures to prevent recurrence of similar disasters.

We also conducted safety audits at all production sites of Trelleborg Wheel Systems Holding AB, which we acquired in May 2023.

### Developing safety-conscious human resources

Aiming to develop each employee's sensitivity for danger, employees practice hazard prediction training (KYT), every day along with near-miss (hiyari-hatto) detection and improvement activities as well as experiential training called "Taikan Dojo," both of which are activities that all workers are encouraged to participate in. In addition, supervisors talk with workers one-on-one for close communication to help them to understand the meaning of each task so that they are able to act more safely at their own

discretion. In addition, as fellow workers, we also invite employees of partner companies to participate in the Group's safety awareness improvement activities to deepen their understanding of our safety activities and deeper their level of cooperation on this end so that together we can build a safe work environment and achieve zero occupational accidents.

### Development of standard work manuals

We systematically conduct open work observation and continually review work process to identify all unsafe behaviors and areas of insecurity, and are working on the development of standard work manuals. At workplaces with workers from overseas, we are building safe work environments by adding their native languages to the standard work manuals.

### Promoting both physical and mental health

Our improvements in mental health include management of working hours through an attendance management system, face-to-face guidance and work improvement suggestions for employees working long hours, and education for improving communication skills including attentive listening training classes, etc.

For the long-term absentees who have been absent due to mental health reasons, we conduct interviews with them and cooperate with their

attending physicians, industrial physicians, public health nurses, and workplace representatives to support well-planned reinstatement in the workplace. Even after the reinstatement of an employee, regular three-party interviews are conducted between the employee, the industrial doctor, and the workplace representative with work-related restrictions gradually being lifted to support the complete reinstatement of the employee without restrictions. In order to improve their health, we also conduct activities to help employees quit smoking, and hold seminars on physical fitness. Since fiscal 2023, we have been conducting monthly education sessions aimed at improving health literacy at all offices and workplaces.



Walking event co-sponsored by labor and management

### Improvements in workplaces

At workplaces handling chemical substances, we conduct chemical risk assessment to prevent health disorders caused by chemical substances.

We also ensure that equipment is maintained, personal protective equipment is provided, working methods are improved, and facilities are maintained to manage the maintenance of a comfortable working environment based on environment measurement results. We aim to realize a safe and comfortable working environment by also promptly responding to legal revisions that came into effect in 2023. In addition, we promote 5Ss (seiri [tidiness], seiton [being organized], seisou [cleanliness], seiketsu [hygiene], and shitsuke [discipline]) activities, aiming to achieve a level of manufacturing that creates only the products that are needed when they are needed and in the amounts required.

As a measure against heat stroke, which has become increasingly serious in recent years, we are measuring WBGT (heat index) values

at our workplaces and implement measures such as insulating roofs, discharging hot air, and improving air conditioning.

### Prevention of traffic accidents

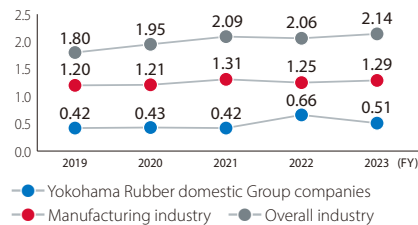
To ensure the safe commuting of employees, we conduct traffic safety seminars at each of our business sites in collaboration with local police departments and conduct activities to raise awareness in cooperation with traffic safety-related organizations. Furthermore, we are working to raise traffic safety awareness through traffic safety driving education using drive recorders and by talking to people passing at the front gate to invite their attention to safety.

### Establishment of a safety and health platform

We have acquired a certification for Occupational Safety and Health Management System (ISO 45001) at 13 out of our 20 domestic and overseas business sites, with six sites renewing their certification in fiscal 2023 (certification for the other business sites is also ongoing). We plan to acquire certification at the remaining seven business sites in a sequential manner. Through continuous improvement of the management system and the operation of the PDCA cycle, we will further enhance our safety and health platform.

The frequency of occupational accidents (consolidated) in fiscal 2023 was 0.51. We will continue our efforts to achieve zero accidents and zero risks.

### Frequency of Occupational Accidents (Lost-time Injury Frequency Rate)



\* Lost-time injury frequency rate = (number of work-related injuries / total working hours) × 1,000,000 hours  
 \* All figures in the data represent annual aggregated values (from January to December)  
 \* Figures for the overall industry (excluding general contracting business) and the manufacturing industry are based on the "Survey on Industrial Accidents" statistical table released by the Ministry of Health, Labour and Welfare

## Future Issues and Measures

Despite promoting various initiatives to realize a safe and pleasant working environment and promote health, we need to work harder in order to reach our goal of zero accidents.

In the future, we will thoroughly practice "isolation from hazardous sources," as a measure for equipment, and actively engage in human resource development to ensure that safe actions are naturally taken.

### Voice of Employee

## Promoting the creation of a work environment where everyone can work safely and with peace of mind

The combined Head Office and Hiratsuka Factory serves as our largest site in Japan with more than 2,500 employees. At this site, we have a manufacturing plant, a development and design department, and a management and sales department with employees that hold various positions. "Safety" is a common theme even in this type of environment. The Hiratsuka Safety and Environment Section, the section that I work in, is responsible for activities ranging from the formulation of plans for safety and health activities for the entire plant to activities to achieve zero accidents in cooperation with safety and health personnel in each department. I am in charge of confirming legal compliance and notifying government agencies when installing equipment. My current challenges are the prevention of falling accidents and compliance with laws and regulations on chemical substance management. Falling accidents lead to loss of business, and it is a topic of high importance in both manufacturing and non-manufacturing sectors. We listen to opinions from employees regarding risks within the site, prioritize them, and implement countermeasures. Meanwhile, autonomous management of chemical substances is required. We share information on related legal revisions with each department and take measures to create a safe working environment.



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