


Respect for Human Rights

Related material issue	Initiatives
 People	<ul style="list-style-type: none"> • Respect for human rights (dissemination of the Human Rights Policy, implementation of human rights due diligence, and development of grievance mechanisms)

Basic Approach

Human rights are fundamental rights afforded to all people, and since the Yokohama Rubber Group's business involves a very large number of people through its supply chain, there is a wide range of human rights that must be respected. With the globalization of our business activities, our interactions with various people have increased, and the possibility of having a direct or indirect impact on human rights violations has also increased.

For this reason, we believe it is important to fulfill our responsibility to respect human rights while considering the area of impact. Accordingly, we have established the Yokohama Rubber Group Action Guidelines, which stipulate that human rights should be respected both inside and outside the company and define actions to be taken by employees.

Furthermore, based on the United Nations Guiding Principles on Business and Human Rights (UNGP)*, we have formulated the Yokohama Rubber Group Human Rights Policy and are promoting initiatives aimed at respecting the human rights of all people involved in our business activities. The Yokohama Rubber Group recognizes the importance of implementing Group-wide efforts to respect human rights as the basis of our business activities in order to contribute to the realization of a sustainable society as a company that is widely trusted by society.

* The Guiding Principles on Business and Human Rights (UNGP) were approved by the United Nations Human Rights Council in 2011 as a framework for respecting human rights applicable to all nations and all companies. The Guiding Principles position "the responsibility of companies to respect human rights" and "the obligation of states to protect human rights" as important pillars of this effort.

Respect for International Human Rights Norms

The Yokohama Rubber Group supports and respects the International Bill of Human Rights, including the United Nations Universal Declaration of Human Rights, the UNGP, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, which stipulates fundamental work rights (freedom of association, the right to collective bargaining, prohibition on forced labor, effective abolition of child labor and the elimination of

discrimination in employment and occupations), and the ILO MNE Declaration (Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy).

Further, the Yokohama Rubber Group Human Rights Policy has been formulated based on the United Nations Guiding Principles on Business and Human Rights.

The Yokohama Rubber Group Human Rights Policy

Formulated in April 2022, the Yokohama Rubber Group Human Rights Policy is the foundation of all Group business activities, positioned as the preeminent policy on human rights based on the Corporate Philosophy and the Yokohama Rubber Group Action Guidelines.

The Human Rights Policy applies to all officers and employees of the Yokohama Rubber Group companies (directors, corporate officers, and others involved in the execution of management-related duties, as well as those who have employment contracts with Yokohama Rubber Group companies, employees accepted on secondment and temporary employees).

Yokohama Rubber Group Human Rights Policy (Summary)	1. Positioning of the Human Rights Policy
	2. Respect Human Rights
	3. Implementation of Human Rights Due Diligence
	4. Issues Related to Human Rights
	• Discrimination
	• Harassment
	• Forced labor and child labor
• Freedom of association and right to collective bargaining	
• Occupational health and safety	
• Impact on local communities	
5. Grievance Mechanisms	
6. Education	
7. Information Disclosure	

Yokohama Rubber Group Human Rights Policy
https://www.y-yokohama.com/global/sustainability/people/human_rights/policy/

Human Rights Due Diligence Initiatives

Based on the Yokohama Rubber Group Human Rights Policy, the Yokohama Rubber Group develops and strengthens its human rights due diligence system and conducts human rights due diligence on a regular basis to confirm that it is meeting its responsibilities to respect human rights and that business operations are being executed properly.

Fiscal 2022 initiatives

In fiscal 2022, we conducted the following self-assessments based on the human rights issues identified through inspections at Yokohama Rubber Group business sites and discussions with experts during the Human Rights Policy formulation process.

Assessments Related to Employees Working at the Shimbashi Head Office

Targets Yokohama Rubber Group employees working at the Shimbashi head office

Main human rights issues Discrimination, harassment, and occupational health and safety

Given the wide range of attributes possessed by employees working for the Group and the diversity of the work in which they are engaged, we recognize the above human rights issues as potential and important risks, and have taken measures to address them. The following issues were identified during the fiscal 2022 inspection.

- Human rights education: Insufficient awareness of the Human Rights Policy
- Occupational health and safety: Insufficient efforts to collect feedback from employees through workplace environment surveys, and other means
- Grievance mechanisms: Although complaints received by consultation services are handled appropriately, the efficacy of these services has not been sufficiently verified
We will rectify and respond to these issues going forward in order to resolve them.

Assessments Related to Workers at a Natural Rubber Plantation in Thailand

Targets People working at a Surat Thani province natural rubber plantation in southern Thailand

Main human rights issues Forced labor and child labor, impact on local community

Smallholders plantations engaged in natural rubber production pose the greatest human rights risks in the Yokohama Rubber Group supply chain. By the end of December 2022, the Yokohama Rubber Group had visited and conducted interviews at 437 farms in Surat Thani, a province in southern Thailand where natural rubber processing subsidiary Y.T. Rubber Co., Ltd. (YTRC) is located. Although we did not identify any farms with problems related to work environment, illegal development, or deforestation, we will consider improving survey methods and expanding the survey scope in the future.

Development of a Grievance Mechanisms Related to Human Rights

Grievance mechanism for Yokohama Rubber Group employees in Japan

As human resources and workstyles become more diverse, we recognize the importance of having a point of contact for direct consultations on a wide range of human rights issues.

In Japan, the Corporate Compliance Dept. established two consultation services, the Corporate Compliance Hotline and the General Counseling Room, to directly receive complaints and consultations. In addition, Compliance Promotion Managers are assigned to all divisions and affiliated subsidiaries, establishing a network connecting human rights-related complaints and consultations of members* to the Corporate Compliance Dept. The Corporate Compliance Dept. and HR Dept. work together to resolve human rights-related complaints.

Grievance mechanism for all stakeholders worldwide

The Yokohama Rubber Group is a member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), which provides a non-judicial grievance settlement platform in accordance with the UNGP.

Through JaCER's Engagement and Remedy Platform, which commenced operations in October 2022, we have developed a system facilitating the receipt and appropriate response to complaints from all domestic and overseas Yokohama Rubber Group stakeholders. Verification of grievance mechanism system efficacy is reported to the Corporate Compliance Committee, which conducts evaluations, implements countermeasures, and monitors progress.

* All personnel working for the Yokohama Rubber Group, including full-time employees, contract employees, temporary workers, and contractors.

Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) complaint reporting platform <https://jacer-bhr.org/en/application/index.html>


Future Issues and Measures

In fiscal 2022, we formulated the Yokohama Rubber Group Human Rights Policy, and implemented additional initiatives including the development of a grievance mechanism for complaints from all domestic and overseas stakeholders of the Yokohama Rubber Group. Further, as part of our human rights due diligence efforts, we conducted self-assessments with respect to two rights holders.

In fiscal 2023, we will conduct human rights risk assessments,

incorporating advice from external experts, to identify and evaluate negative impacts occurring in the Yokohama Rubber Group supply chain, as well as expand and accelerate efforts to prevent and reduce human rights infractions at Yokohama Rubber Group business sites and in the supply chain in accordance with the UNGP and Japanese government "Guidelines on Respecting Human Rights in Responsible Supply Chains."

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

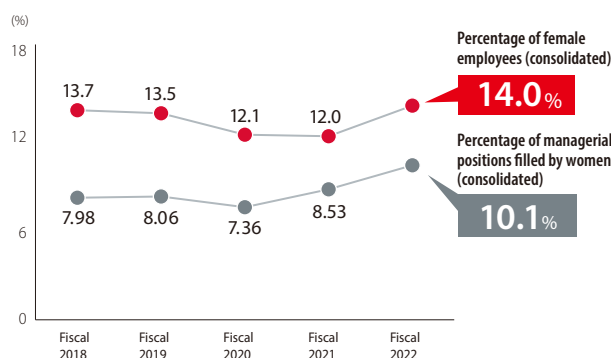
We have established a system that enables employees to be successful at work regardless of time or place by expanding the working system and improving work-life balance, such as with the expanded work-from-home scheme, flex-time system that eliminates core working hours, and shortened working hours.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

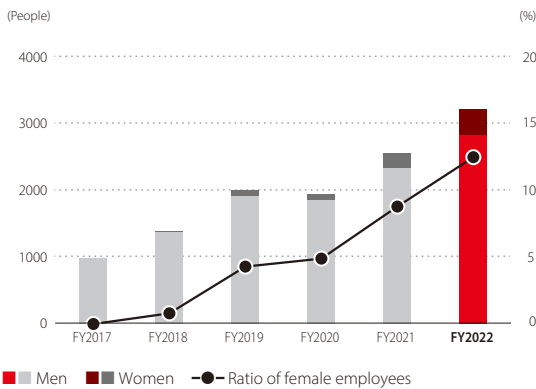
Visakhapatnam plant, which commenced operations in August 2022, is focusing on recruiting female employees with the goal of increasing the ratio of female employees from 17% at the end of December 2022, to 40% by the end of 2025.

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.

Work Style Reforms

Relevant material issue	Initiatives
 People	<ul style="list-style-type: none"> • Promoting work styles free from the constraints of place or time • Supporting work-life balance and diverse work styles

Basic Approach

Achieving sustainable growth amid drastic changes in the operating environment requires improving the value of human capital. Yokohama Rubber is promoting work style reforms so that its diverse workforce can maximize their abilities in their respective fields by creating work styles free from conventional rules and ways of thinking, and creating a comfortable work environment where they can work together dynamically. By respecting work-life balance and embracing diverse work styles, we support the continued growth of all employees and their career development while balancing work and life.

Promoting Work Styles free from the Constraints of Place or Time

In March 2023, Yokohama Rubber relocated and integrated its Head Office from Minato-ku, Tokyo to the Hiratsuka Factory in Hiratsuka City, Kanagawa Prefecture, with the aim of improving operational efficiency through function integration and reforming work styles. We will expand the application of various systems such as the work-from-home scheme to establish a work system compatible with various situations, and realize integrated operations of planning, production, sales, technology, and logistics, as well as faster decision-making.

Home office scheme

Following the integration of the Head Office and Hiratsuka Factory, we introduced a home office scheme where employees who end up having to commute long distances or who move to accompany a spouse on a job transfer will have offices developed at their homes at the Company's cost and will basically work from home without maintaining a fixed desk at the office. As of July 2023, 109 employees are working under this scheme. By promoting work styles free from the constraints of location, we will strive to build the foundation for diverse workforce to maximize their abilities.

Establishment of the Tokyo Office and the Satellite Office

In connection with the integration of the Head Office and Hiratsuka Factory, we established the Tokyo Office and the Satellite Office at Shinagawa Intercity. The Tokyo Office houses the Head Offices of Yokohama Tire Japan and Yokohama Rubber MB Japan along with some

of the sales departments of Yokohama Rubber. Satellite offices using hot desking are intended to promote improved communication between our people.

Upgrading of work-from-home and flexible work systems

In 2018, we introduced the work-from-home system with the goal of promoting work-life balance in terms of childcare or family care, increasing operational efficiencies and preventing prolonged time commitments for work (health concerns). From 2023, we expanded the conditions so that employees can use it to cut down on the time they spend commuting. At the same time, we abolished the usage limit and shifted to the most suitable telecommuting operation for each workplace according to work (results and efficiency). In addition, we have applied a flextime system to all staff employees in principle, abolished core working hours, expanded the shortened working hours and flextime systems, and established a system that enables employees to produce work results regardless of location or time.




New dual purpose conference room and cafeteria in Hiratsuka

Future Challenges and Responses

In order to achieve our Medium-Term Management Plan, we must create a workplace in which all employees can play an active role. Taking advantage of the major changes in work styles resulting from the COVID-19 pandemic, we will create a workplace where our people can work regardless of time or place by expanding their work

style options. Going forward, we will continue to contribute to the enhancement of corporate value by further increasing the level of our efforts, recruiting and retaining talented human resources and improving the performance of individuals and organizations.

Human Resources Development

Relevant material issues	Initiatives
 People	<ul style="list-style-type: none"> • Developing and selecting value-added human resources • Assigning the right people to important positions

Basic Approach

For the global Yokohama Rubber Group, assigning “professional human resources” who maintain a strong willingness to achieve goals 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 provide a full-range of support to our people based on the belief that providing a place for employees to contribute and grow professionally will help to advance the company’s development. 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.

Human Resources Development Programs

In order to respond to changes in the global business environment, the Yokohama Rubber Group is working to strengthen its human capital through human resource development. We provide training that adheres to the Three Reals Philosophy where employees learn through interaction

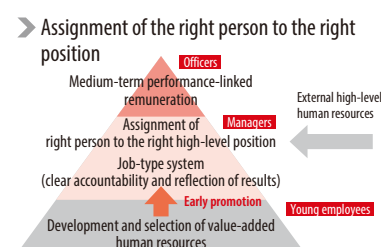
and experience with the aim of developing the mindset, abilities, and skills necessary to make the right decisions and execute, as well as individual skills such as rank-based leadership, the ability to solve problems closely related to the workplace, and presentation and negotiating skills.

Name	For	Cumulative number of participants (fiscal 2022)		Details
		Men	Women	
Training for new employees	Newly hired employees	23	8	With the aim of solidifying a foundation for future growth as a member of the Company, participants acquire the awareness needed as members of society and acquire basic knowledge common to administrative and technical work.
Follow-up training for new employees	Employees in their second year	41	11	In addition to organizing and sharing what they learned during the business assignment and training period, participants transform their mindset ahead of their third-year as employees.
Training for newly appointed managers	Managers	17	3	Participants understand and acquire the knowledge necessary for a managerial position, and are taught about the expectations, roles, and responsibilities required.
Training for newly appointed personnel holding managerial positions	Managers	21	2	For the purpose of supporting adaptation to management work, participants gain a better understanding of the roles of organizational managers and acquire basic management knowledge and practice in the workplace.
Training for evaluators	Managers	23	1	Through case studies, participants learn appropriate evaluation methods to prevent variation in evaluations and how to improve the degree of satisfaction in feedback interviews.
Training prior to re-employment	Employees planning to be re-employed	36	4	In the midst of a major career transition, participants eliminate any concerns arising from their new assignment and reconsider how to approach work after re-employment.

Developing Core Human Resources

In order to support the achievement of the YX2023 Medium-Term Management Plan in terms of human resources, we have created a personnel system that allows employees to gradually acquire the skills required of core human resources. For managers, this is achieved by increasing the links between post, results and compensation, and for general career track employees by clearly indicating the added value (expected results and expected behavior) required for each level and linking these to the development system. At the managerial level, in 2020, we revised the system to further enhance the linkage between posts (jobs) and compensation. In

addition, for the general career track employees, in 2021, we introduced an early selection system that allows them to be assigned to managerial positions as early as the age of 30, which ensures that the right person is assigned to the right position regardless of age.




Future Issues and Measures

In the development of Group companies in Japan and overseas, we will continue to create human resource development and skills development systems, and establish programs to produce high-performance human resources, in addition to developing young

employees. In addition, we are considering resuming employee surveys in the future with the aim of further promoting initiatives to enhance human capital and measuring the effectiveness of these initiatives.

Occupational Health and Safety

Relevant material issue	Initiatives
 People	<ul style="list-style-type: none"> • Creating a safe and healthy workplace • Safety measures aimed at zero workplace accidents

Basic Approach

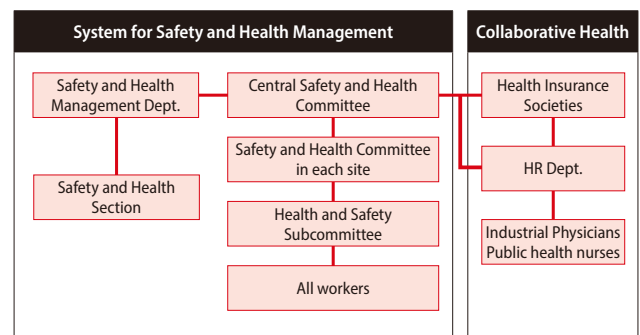
Occupational accidents within the Yokohama Rubber Group occur at a lower frequency than the averages across all industries and the manufacturing sector, but the number is still not zero, and when the causes of these accidents are analyzed, we recognize that many of them could have been prevented if measures 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 Rubber 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.

Health and Safety Management System

In Japan, under the Central Safety and Health Committee chaired by the General Manager of the CSR Division, each business site has its own Safety and Health Committee (statutory) and each division and workplace has its own Safety and Health Subcommittee. Safety and health activities are important initiatives common to both the company and the union, and we are promoting them in a united labor-management effort while sharing safety information with other companies and labor unions. In addition, to create a workplace where employees can work in good health for a long time, we promote health and physical fitness based on “Collaborative Health*” in cooperation with health insurance unions. Each overseas company has its own system in place in accordance with the laws of each country. The Safety and Health Management Dept. coordinates health and safety activities in Japan and overseas.

» Health and Productivity Management Structure



* 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 Health and Safety

Enhancing equipment measures

We systematically and continually conduct risk assessments for all facilities and operations, and implement safety measures for prevention from the facility side. To this end, we operate a system for monthly follow-up on the number of risks and improvements. Top safety diagnoses are conducted by directors at our domestic plants. We are also strengthening the horizontal deployment of accident countermeasures to prevent the occurrence of similar accidents.



Safety diagnosis

Developing safety-conscious human resources

We aim to develop people with the sensitivity to perceive hazardous events as dangerous. To this end, we implement hazard prediction training (KYT), which all employees practice every day, Hiyari-Hatto (near-miss) detection and improvement activities, which are voluntary activities with the participation of all employees, and training at the “Taikan Dojo” (experiential training to prevent accidents). In addition, we



Overseas factory safety personnel experiencing hands-on training (Experiencing using stairs while carrying a package)

continue to promote safety education that emphasizes communication, where supervisors talk with workers one-on-one to get them to understand the meaning of each task and are able to act more safely and independently.

In addition, as colleagues who work together, we encourage our partner employees to participate in these activities to prevent the occurrence of accidents and improve their safety level.

Development of standard work manuals

We are systematically and continually conduct open work observation to identify all unsafe behaviors and areas of insecurity, and to developing standard work manuals. In workplaces where foreign workers are employed, the standard work manuals are also written in the workers’ native languages.

Promoting both physical and mental health

Mental health initiatives include managing working hours through an attendance management system, work improvement and interview guidance for those working long hours, and education to improve communication skills, such as workshops on listening techniques. For employees who have been absent from work for a long period of time due to mental health issues, we conduct an interview with the employee, then check with the attending physician, industrial physician, public health nurse, and workplace to determine the method, timing, work restrictions, etc., before allowing the employee to return to work in a planned manner. After returning to work, regular meetings are held between the employee, the occupational physician, and the workplace, and the restrictions on work are lifted one by one until the restrictions are completely removed.

We also conduct activities to help employees quit smoking and hold seminars on physical fitness in order to promote health.



Stress check workshop at the Onomichi Plant

Improvements in workplaces

We have promoted the maintenance of equipment and provision of personal protective equipment, improvement of work methods, and maintenance management to maintain comfortable conditions

Future Issues and Measures

Despite our various initiatives to create safe and comfortable workplaces and promote health, we have yet to reach the goal of zero accidents.

based on work environment measurements. In addition, based on the 5Ss (seiri [tidiness], seiton [being organized], seisou [cleanliness], seiketsu [hygiene], and shitsuke [discipline]) activities, we are promoting manufacturing that produces only what is needed, when it is needed, without any areas of insecurity.

In recent years, we have experienced life-threatening heat, and we think of heat stroke as an accident that can lead to death just as injuries do, so we are measuring WBGT (WetBulb Globe Temperature, a heat index) values in the workplace and working to lower these values, such as by discharging hot air.

Prevention of traffic accidents

At each of our locations, we hold traffic safety seminars by local police departments and conduct educational activities in cooperation with traffic safety-related organizations. In addition, we are working to raise traffic safety awareness through education using drive recorders and by calling out to people at the front gate.

Establishment of a safety and health platform

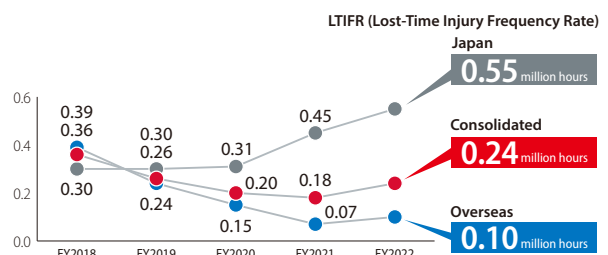
Eighteen sites in Japan and overseas have acquired occupational health and safety management system (JISHA/OSHMS/ISO45001) certification, and eight sites renewed their certification in FY2022. (The certification of other business sites is still ongoing.)

We will continue to improve our management system and implement the PDCA cycle - Plan, Do, Check, and Action - to enhance our safety and health infrastructure.

The frequency of occupational accidents (consolidated) was 0.24. We will continue our efforts to achieve zero accidents and zero risk.



Occupational safety and health management system (OSHMS) renewal audit at the Hangzhou Plant (China)



We will promote facility measures focusing on isolation from hazardous sources, as well as training people to take safe actions.