



People



Value created

- ▶ **A comfortable workplace culture that encourages the acceptance of diverse values**
- ▶ **Improved productivity through the creation of innovation**
- ▶ **Cultivating a culture of safety to promote physical and mental health and eliminate risks**

Initiatives related to people

- **Child labor**
- **Forced or compulsory labor**
- **Occupational health and safety**
- **Training and education**
- **Diversity and equal opportunity**

Promoting Diversity - Creating an Environment Where All Can Demonstrate Their Abilities

Yokohama Rubber aims to create an employee-friendly environment where employees can fully demonstrate their abilities, regardless of gender, nationality, age, or other factors.

To this end, the Diversity Promotion Taskforce will play a pivotal role in fostering a corporate culture in which each and every employee, including those of diverse backgrounds, can acknowledge and respect one another and play an active role in the company, thereby increasing productivity and generating new value that transcends conventional boundaries.

As part of this, we are promoting the theme of equality, including gender equality, beginning with support for women's participation and advancement, childcare, and senior caregivers, and expanding to include people with disabilities and members of the LGBTQ* community.

* LGBTQ: A general term used to describe sexual minorities, including homosexuals, bisexuals, and those whose gender identity is not clearly defined.

Examples of various systems for a supportive work environment

- Expansion of work from home
- Reduced working hours to allow for childcare
- Expand scope of usage for staggered working hours
- Annual leave in hourly units
- Abolition of the core time period in the company's flextime system
- Formulation of measures to support employees returning to work after taking maternity & childcare/senior care leave
- Expand scope of usage for senior care and nursing systems

Initiatives to promote diversity

To promote diversity, we are implementing various measures to create an employee-friendly working environment.

In fiscal 2020, we held a number of online awareness-raising seminars based on the theme of "diversity of work styles."

Fiscal 2020 events

- Nikkei BP Lecture (Employing people with disabilities)
- LGBTQ seminars (49 participants)
- Providing health education materials on COVID-19 harassment
- Gathering seminar for working mothers and fathers
- Implementing the Cabinet Office's babysitter discount coupon system
- Course for those returning from childcare leave
- Mini MBA seminar for women (Three of six seminars held: 115 participants)
- Career development support seminar (56 participants)
- Health seminars (Mental health support, anti-harassment support, sleep, breast cancer, uterine cancer, etc.)
- Joint survey by labor and management on work from home conditions (For all employees (1,610 employees))
- Interviews with managers (114 managers)

New work styles and issues

The use of the work from home system has accelerated during the COVID-19 pandemic, and while we are sorting out the advantages and disadvantages, one advantage is that a number of seminars and other events can now be held online, providing more opportunities for colleagues around the world in the Yokohama Rubber Group to learn and grow whenever it is convenient for them.

That being said, we have encountered some issues related to this new work style, such as stress caused by the telecommuting environment and a lack of communication. This includes ways of communicating with members who cannot meet directly and management methods. Now more than ever, it is imperative that we value the individual and deal with each person on a

personal level, as well as utilizing a variety of management styles.

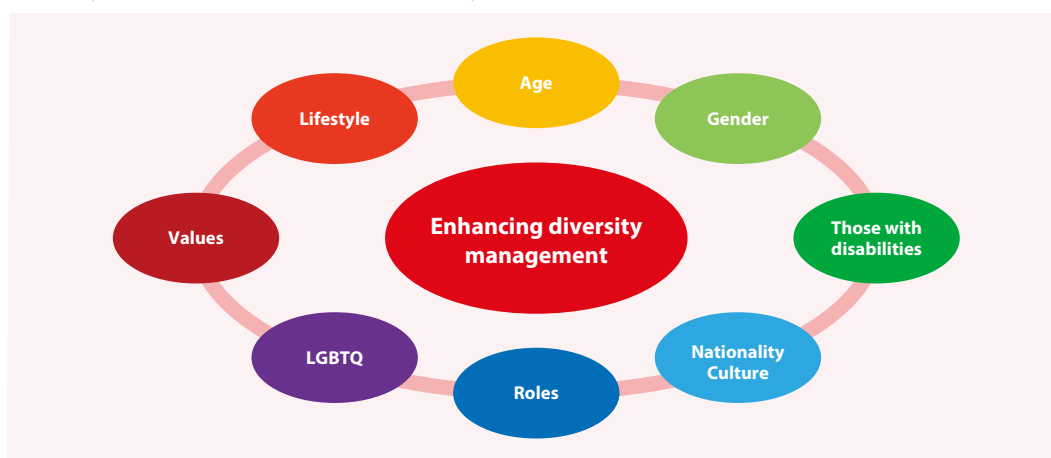
For this reason, we will make efforts to promote the reinforcement of true diversity management that respects and acknowledges each individual.

Promoting mental and physical health

We made efforts to address mental health through stress checks, improving the environment through heat control measures, improving health checkups, and addressing the risk of COVID-19.

We have been advancing the promotion of health in cooperation with health insurance unions, and we will continue to do so going forward.

Diversity and Inclusion (Respect for Diversity)



Fostering a Culture of Safety: Creating a Safe and Employee-friendly Workplace

Although occurrences of occupational injuries resulting in lost work time are rare, it is important to work continuously to eliminate risks by observing decisions and identifying hazardous areas and dangerous operations. It is especially important to be prepared for troubleshooting. Workers must recognize abnormalities and follow the "stop, call, and wait" procedure, as well as shift to equipment that prevents access to sources of

danger and stops when danger is approached. In fiscal 2020, through safety diagnoses and follow-ups, we strove to prevent the recurrence of accidents and identify and eliminate their potential causes, as well as eliminate hazards in advance through risk assessment and provide training related to safety and health. We will continue our efforts to foster a workplace environment free from accidents and risks.

Contributing to our SDGs

Becoming a Company Where Diverse Human Resources Can Shine



In fiscal 2020, we provided training for the development of women employees as well as diversity training. This training was a great success thanks to the talented employees, their devotion to the company, and the assistance of the secretariat, the members of which believed in the employees' potential and channeled their passion into making this training possible. In this era of VUCA*, the ability to respond to change in a flexible manner is more vital than ever, and I believe that this ability can be cultivated through training. I hope you will continue to take on new challenges and evolve your mindset. I look forward to seeing future careers and continuous development of Yokohama Rubber.

*VUCA: An acronym for Volatility, Uncertainty, Complexity, and Ambiguity.



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