

# Human Rights and Labor Practices

## Respect for Human Rights

### Basic Policy

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Based on the “Guiding Principles on Business and Human Rights,” the Yamaha Group strives to comply with the international norms on human rights, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact. In addition to establishing in its Compliance Code of Conduct the principles of respect for fundamental human rights, prohibition of discrimination and prohibition of forced and child labor, in the “Yamaha Group Sustainability Policy,” it clearly states the Group’s resolve to respect human rights, with the goal of achieving a society that safeguards the dignity of all.

In January 2018, the Company created the “Yamaha Group Human Rights Policy” which displays our thoughts and responsibilities regarding the respect for human rights. We intend to take efforts to engage in business activities, as well as to educate and promote awareness of human rights based on this Human Rights Policy.

In order to identify impacts on human rights resulting from our business activities and respond appropriately, we communicated with stakeholders, assessed the human rights aspects of suppliers, and established and operated help lines. In addition, in FY 2018, we established management items for human rights due diligence. We plan to develop a framework to monitor these management items and promote efforts to prevent human rights violations preemptively and respond to risk.

» 3-3 Favorable employer-employee relationships

» 3-7 Prohibition against forced labor and child labor

» 4-1 Respect for human rights and prohibition against discrimination

» Support for UN Global Compact

» Yamaha Group Sustainability Policy

» Yamaha Group Human Rights Policy

## Respect for Employees’ Human Rights

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### ► Hiring without Discrimination

In its hiring and employment practices, based on its Compliance Code of Conduct, the Yamaha Group strives for fair selection and the absence of any form of discrimination, while providing employment opportunities to a diverse group of people.

In addition, Yamaha determines evaluation and compensation of employees according to fair rules using criteria such as the ability to perform tasks, job responsibilities, and achievements. We also carry out training for managers involved with evaluations in order to ensure their ability to make accurate assessments.

» 3-5 Fair Evaluation and Compensation

» 4-1 Respect for human rights and prohibition against discrimination

» Promotion of Diversity and Inclusion

» Human Resource Development

### ► Establishment of Good Employer-Employee Relationship

The Yamaha Group adheres to the protection of employee rights prescribed by international treaties, laws, collective labor agreements and other agreements. Furthermore, in pursuing the Yamaha Corporate Philosophy, employees and the Company strive to achieve favorable relationships based on ample communication.

» Communication with Employees

## ► Prevention of Harassment or Unfair Discrimination

The Yamaha Group strives for the absence of any form of harassment or discrimination. In order to spread awareness of this stance, Yamaha has distributed the Compliance Code of Conduct in the form of a booklet which includes detailed explanations to all employees.

Employment regulations, etc. also clarify that harassment is grounds for disciplinary action. We also work to maintain a healthy workplace environment by offering a hotline and by educating employees through workplace meetings and management training.

» [3-2 Prohibition Against Harassment](#)

## Consideration of Human Rights in the Supply Chain

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In the interest of furthering its policy concerning human rights throughout its supply chain, Yamaha is taking the following efforts:

- Establish CSR measures, including human rights, in the selection requirements for suppliers
- Request that suppliers comply with the Yamaha Supplier CSR Code of Conduct, which establishes practices related to human rights and labor (specified in the Transaction Agreement). Request that suppliers carry out self-assessment based on this Code of Conduct (correction is requested as needed)

Please see the Promotion of Social Responsibility in the Value Chain section for details on these efforts.

» [Yamaha Supplier CSR Code of Conduct](#)

» [Promotion of Social Responsibility in the Value Chain](#)

## Prohibition of Forced/Child Labor

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The Yamaha Group Compliance Code of Conduct prohibits any form of forced labor or labor by children under the minimum age permissible by law. In addition, the Yamaha Supplier CSR Code of Conduct clearly states the same conditions and requests that our business partners follow them. We also ask business partners to perform self-assessment using a questionnaire and, based on the results, ask for improvement measures when necessary.

» [3-7 Prohibition against forced labor and child labor](#)

## Organize and Operate Help Line

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The Yamaha Group has set up a help line both inside and outside the company that deals with requests for advice and notifications from employees concerning human rights issues including harassment. In addition to developing a multilingual mail reception form that can receive requests from various countries and regions, the Yamaha Group is aiming to raise awareness of the help lines by posting the contact information both in the Compliance Code of Conduct booklet and internal publications.

We investigate the facts behind each consultation and notification quickly and fairly, while protecting the privacy of both the consulting person and the offender and take corrective measures, including providing guidance if a problem is identified. If the consulting person or victim strongly requests confidentiality and it becomes difficult to conduct an investigation, we will still take corrective measures, such as improving the workplace environment. Also, as needed, the Yamaha Group will promote awareness and conduct training, such as management training, in order to prevent similar issues from emerging.

» [Compliance Hotline Operation](#)

## Human Rights Education

The Yamaha Group disseminates information to employees to improve understanding concerning human rights issues.

Using our intranet, for example, we provide explanations of the issue of conflict minerals and of matters such as “guiding principles on business and human rights” and the “Act for Eliminating Discrimination against Persons with Disabilities. We also hold expert-led in-house seminars and briefings and study sessions for personnel in charge of procurement, where discussions address themes such as human rights issues in the supply chain. In FY 2018, 19 employees in charge of marketing learned about related matters for advertising and promotions as part of their skills training.

### Training on the Theme of Human Rights

Content	Style	Participants
Explaining business and human rights	Intranet	All domestic Yamaha Group employees
Sexual/power harassment	Lecture	Newly appointed managers Management candidates for manufacturing workplaces
Supply chain human rights	Lecture	Employees in charge of procurement

## Promotion of Diversity and Inclusion

### Policy for Promoting Diversity

The Yamaha Group believes that human resources diversity is the source of new value creation. The Group strives to provide employment opportunities to a diverse group of people, while leveraging the diversity of employees to increase corporate competitiveness.

#### Yamaha Group Promotion of Diversity Management Action Plan activity policy

Through the promotion of diversity management, the Yamaha Group respects and leverages the diversity of its employees (age, gender, nationality, various lifestyles that involve time constraints due to childcare or nursing care, etc.) in order to further strengthen its corporate competitiveness, grow, and develop further

## Supporting Women’s Careers

As part of its diversity management, the Yamaha Group strives to promote a workplace environment in which women can excel, while the Group creates systems to make this a reality.

### ► Initiatives to Date

FY2005: Yamaha Corporation launches the Positive Action Project

FY2006: Yamaha Corporation establishes a dedicated role for the project within the Human Resources Division

FY2014: Yamaha Corporation registers a declaration of Positive Action Declaration with the Ministry of Health, Labor and Welfare

FY2015: Yamaha renews the content of its registration in Shizuoka Prefecture’s campaign for “Creating a Society for Gender Equality”

March 2016: Yamaha Corporation formulated an action plan based on the Act on the Promotion of Women’s Participation and Advancement in the Workplace

Item	Details
1. Planning term	Three years: April 1, 2016 - March 31, 2019
2. Yamaha's issues	Issue 1: The work-life balance support system has been streamlined, and now there is almost no difference in the number of continuous years of employment for men and women. However, as the ratio of women in management roles is still low, greater initiatives for improvement in this aspect are required.
	Issue 2: We are implementing initiatives to increase opportunities for women to participate in training courses, etc. However, the process for systematically preparing women for mid-level management is still inadequate.
3. Goal	Women in management roles ratio of 7% or higher
4. Contents of Initiatives and Implementation Period	Initiative 1: Increase the number of women hired as technical experts (from April 2016) <ul style="list-style-type: none"> <li>• Publish Yamaha initiatives for assisting women with work-life balance support, etc. on the company's career website.</li> <li>• To appeal the image of having a career after entering the company to female students, provide the opportunity for women working in the company to introduce job content.</li> <li>• Increase the opportunity for communications between women taking science courses and women working as technical experts in the company.</li> </ul>
	Initiative 2: Implement selected programs for training personnel (from April 2016) <ul style="list-style-type: none"> <li>• Continuously introduce various examples of role models and career paths via the Intranet.</li> <li>• Create an environment where women can personally discuss career plans with supervisors and expand their career scope through training courses, etc.</li> <li>• Encourage women to participate in business leadership training courses, etc.</li> </ul>
	Initiative 3: Focus on reducing total annual working hours and lowering the number of employees work long hours (from April 2016) <ul style="list-style-type: none"> <li>• Enforce continuous "Go Home at the Same Time Day."</li> <li>• Promote employees to use paid holidays of special promotion holiday system.</li> <li>• Implement training courses, etc. to improve line supervisor awareness.</li> </ul>

Major Measures

Goal	Measure
Proactive hiring of female employees	Increase the ratio of female new graduate hires
	Hiring activities that include information about the active roles played by female employees
Active promotion and expansion of opportunities to develop the abilities of female employees	Setting a 3-year target (by fiscal 2019) for increasing the promotion of women for managerial positions
	7% or higher for Yamaha Group and 17% or higher for the Group
	Enhancing various education and training programs Implementing selective training programs
Improving systems to support work-life balance	Responding to the Equal Employment Opportunity Act, the Child Care and Family Care Leave Act, the Act on Advancement of Measures to Support Raising Next-Generation Children, and the Act on Promotion of Women's Participation and Advancement in the Workplace
	Creating, promoting, updating work-life balance support programs
	Preparing to adopt a Tele work system
Changing workplace awareness and fostering a corporate culture	Conducting educational activities (training, seminars, providing information through the Intranet, etc.)



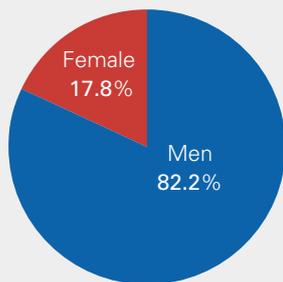
An Intranet website disseminating information on diversity and work-life balance

## ► Major results and achievements

- Nearly an equal average number of years of continuous employment for male and female employees
- Nearly 100% proportion of women taking maternity/childcare leave and returning to work after maternity leave/childcare leave
- Awarded the fiscal 2006 “Family Friendly Company Award” from the Ministry of Health, Labor and Welfare
- Based on the Act for Measures to Support the Development of the Next Generation, acquired the “Kurumin” mark (2008, 2014) and the “Platinum Kurumin” mark (2016)
- Recognized as “Company Friendly for Raising Children” by Shizuoka Prefecture (2017)

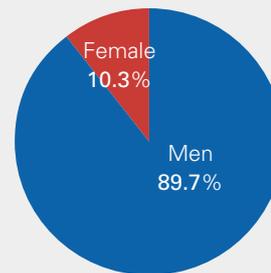
## ► Principal Indicators Related to the Active Role of Female Employees

Ratio of Female Employees  
(Yamaha Corporation)



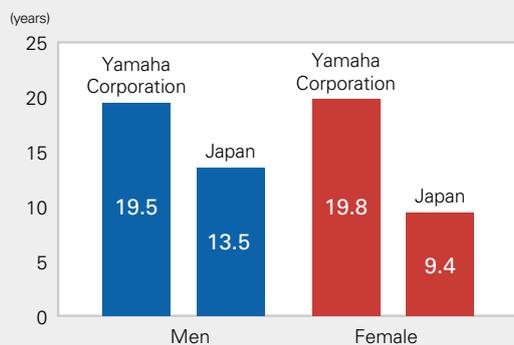
\*As of the end of March 2018

New University Graduate Employment Ratio  
(Yamaha Corporation)



\*As of April 1 2018

Workers: Number of Years of Continuous Employment  
(vs. Japan nationwide\*1)



\*1 Nationwide numbers excerpted from results of the 2017 Basic Survey on Wage Structure

\*2 Statistics for Yamaha Corporation are as of the end of March 2018

Female Manager Ratio  
(Yamaha Corporation)\*1



\*1 As of the end of March each year

\*2 From fiscal 2017, includes promotions and hiring for managerial positions on April 1st of the following year (due to hiring schedule changing from March 1 to April 1 of the following year)

Annual trends for each data group are shown on the Social Data page.

» Social Data

## Promoting Employment and Advancement of Foreign Employees

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Yamaha Corporation had 41 foreign employees working in the company as of March 1, 2018.. In order to enhance the roles of diverse personnel regardless of nationality, we set a numerical target for hiring new graduates from foreign countries and provide information on our English website.

As a company that engages in businesses in countries around the world, the Yamaha Group appoints local personnel from each base to important posts within the Group. In April 2015, Yamaha Music Europe, our regional sales company in Europe, hired a German president for the first time. In April 2018, Yamaha Corporation of America, our American headquarters, hired a local president as well. Additionally, we hired local presidents at five overseas companies that we welcomed into the Yamaha Group through acquisitions. In doing so, we have been promoting the utilization of diverse personnel across the globe.

(Annual trends are shown on the Social Data page).

[» Social Data](#)

## Establishing Employment Extension and Rehiring Programs

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The Yamaha Group believes that enhancing employees' lives at work by ensuring employment opportunities that correspond to motivation and ability contributes to economic and social development. Under this philosophy, we have augmented our vacation and leave programs with employment extension and rehiring programs that flexibly accommodate employees' lifestyles.

### ▶ Senior Partner System

Started in 2004, this is a system at Yamaha Corporation that provides willing employees with the opportunity to continue working beyond age 60. Employees who wish to continue working may serve as a senior advisor (contract employee) starting the day after they have reached their retirement date. This one-year contract can be renewed annually until they reach the age of 65 (utilized by 212 employees as of March 31, 2018).

Group companies have adopted similar measures and are striving to hire retired workers.

(Annual trends are shown on the Social Data page).

[» Social Data](#)

### ▶ Re-employment System for Family Members Accompanying Expatriates

As part of its diversity management, the Yamaha Group promotes programs that flexibly accommodate employees' individual lifestyles. From fiscal 2009, Yamaha Corporation maintains a system to rehire employees who left the company in order to accompany a spouse on an overseas assignment after returning to Japan. In fiscal 2017, the scope of this system that had been limited to spouses of Yamaha corporation employees was expanded for those who not working for the Yamaha Group, with a limit of 5 years from their retirement.

Since the program started in fiscal 2009, a total of 21 employees have submitted applications before retiring. Of that number, 6 (as of March 31, 2018) have been rehired after returning to Japan.

### ▶ Rehiring Program for Workers Committed to Nursing Care

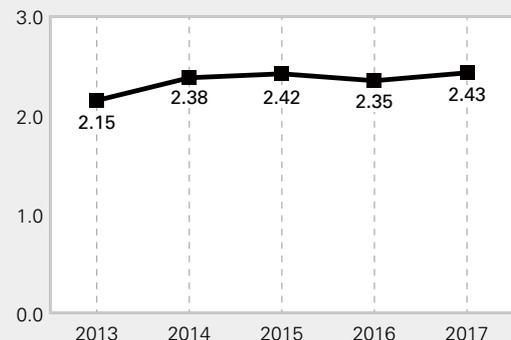
In July 2016, Yamaha Corporation also introduced a system that allows an employee to be rehired if they retired to provide nursing care for a family member. In such cases, the valid re-employment period is within 5 years of said retirement date.

## Promoting Employment of People with Disabilities

Yamaha Corporation is promoting employment for people with disabilities as well as developing working conditions conducive to active participation for these employees. The company strives to encourage independence for people with disabilities and to achieve a society of co-existence, and works to increase skills and raise awareness within the company through understanding of individual characteristics, rational consideration, and job matching. through As of March 1, 2018, 82 people with disabilities were employed at Yamaha Corporation, of which 38 were employed at Yamaha Ai Works.

The employment rate has hovered above 2.3% since fiscal 2014, and is already above the standard of 2.2% set for April 2018 onwards in the Act on Employment Promotion etc. of Persons with Disabilities.

Employment Rate of People with Disabilities\*1,2,3



\*1 As of March 31st of each year

\*2 Scope of statistics: Yamaha Corporation, Yamaha Business Support Corporation, Yamaha Ai Works Co., Ltd.

\*3 The employment rate uses a formula for the annual employment rate of person with disabilities in the Act for Promotion of Employment of Persons with Disabilities.

### ► Special Subsidiary\* Yamaha Ai Works Co., Ltd.

Established in 1989, Ai Works handles work tasks such as data processing, printing, filling/sealing envelopes, accounting, and benefit program-related tasks from Yamaha Group companies. Additionally, the company dedicates effort to activities for informing and educating others about employing persons with disabilities, holding learning sessions regarding disabled employees and workplace tours both internally and externally. ns regarding disabled employees and workplace tours both internally and externally. In April 2018 managerial positions for employees were created, and the company is appointing line managers with an understanding of the perspective of persons with disabilities in order to create workplaces in which employees can make better use of their skills and perform worthwhile tasks.



Visiting on-site at a special subsidiary



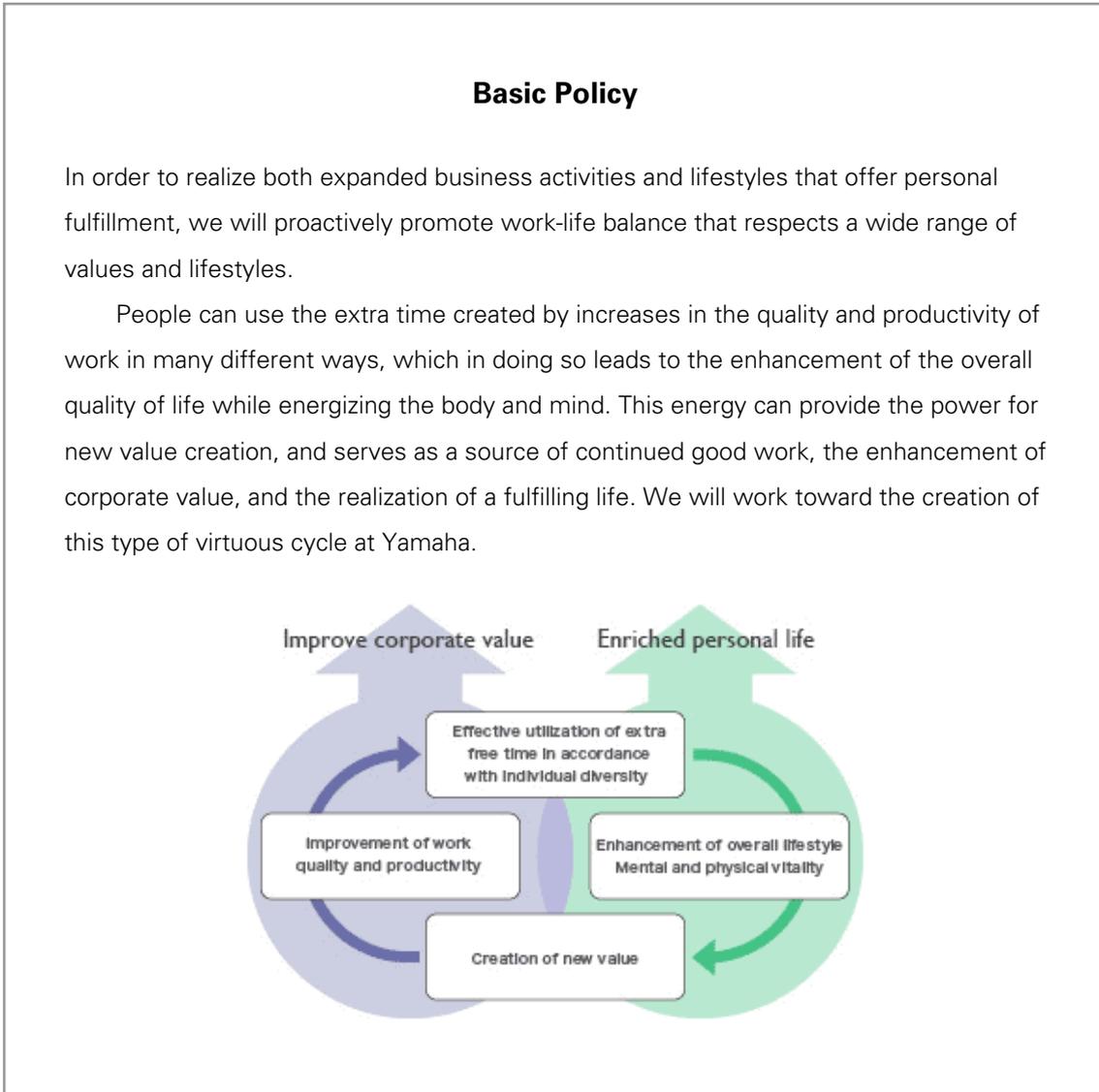
Study session on employing persons with disabilities

\* Subsidiaries recognized under the Act for Eliminating Discrimination against Persons with Disabilities. Special subsidiaries must meet certain criteria in connection with the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio.

# Promoting Work-Life Balance

## Basic Policy and Promotion System

The Yamaha Group is actively promoting work-life balance based on the basic policy below. In 2006, we established a Work-Life Balance (WLB) Promotion Committee, jointly run by labor and management, while we are also striving to shorten overall working hours and create and enhance work-family balance support systems. Furthermore, each department formulates Work-Life Balance Action Plans and is rolling out activities aimed at work styles that are self-directed and productive.



## Reducing Total Working Hours

In order to reduce total working hours and prevent excessive work, Yamaha Corporation established guidelines for overtime through labor-management agreement. In addition to annual paid leave days, we are developing a system for assorted types of leave, including leave related to bereavement or celebration, and consecutive days of leave given upon company transfers, reaching retirement age, or reaching an auspicious age, for the objective of enhancing the private lives and supporting the major life events of our employees.

At the same time, we are promoting awareness and building structures toward self-directed, highly productive work styles. We have programs such as “All Go Home at the Same Time Day,” which encourages all employees to leave work on time, a flex time system for working hours, and programs to urge employees to fully use their paid leave days. We are gradually rolling these programs out at domestic Group companies as well.

## Major initiatives and FY2018 results

Initiative	Content	Participants	Fiscal 2018 results and follow-up
Full staff paid leave days	Annual 3-day period (summer)	Yamaha Corporation and some Group companies	Staff who could not take leave during the period were encouraged to take substitute days off; implemented as planned (Yamaha Corporation)
Full use of paid leave days	Encouragement for employees and supervisors not fully utilizing their leave	Yamaha Corporation	E-mail for encouragement sent to those who utilized less than 10 days of paid leave the prior fiscal year; those who utilized less than 5 days requested to submit reports (FY2018 average paid leave taken: 14.4 days)
Go-home-on-time day	At each office, weekly days (or every other Friday) set as All Go Home at the Same Time Day	Yamaha Corporation and Group companies within its office	Approx. 92% compliance (Yamaha Corporation)
Awareness and education	Seminar by a noted expert	Yamaha Group employees	–
	Information shared on the Intranet	Yamaha Group employees	–

### ► FY2018 Performance Self-Evaluation and Future Planning

The average annual working hours for all companies in the Yamaha Corporation are decreasing each year.

With regard to annual paid leave, we took the target of 15 days from fiscal 2016 onwards, backed by both labor and management. As a result, usage improved to 14.2 days in fiscal 2017 and 14.4 days in fiscal 2018. Although this was below the 15-day target, efforts by labor and management to actively promote the policy are yielding results.

From FY 2018, we lowered the maximum monthly standards of the labor-management guidelines regarding in-house overtime hours. In addition, we will monitor the status of monthly overtime hours and preemptively raise the attention of departments which appear likely to exceed the standards of the labor-management guidelines in order to further decrease average annual working hours. We intend to continue urging the use of leave for employees who were unable to take their allotted days in the previous fiscal year as we conduct initiatives such as urging departments to take one planned day of leave a month in order to reach the target of 15 days of taken annual paid leave.

Annual trends for total working hours and other data are shown on the Social Data page.

[» Social Data](#)

### ► Initiatives for “Work Style Improvement”

Yamaha Corporation established the “Work Style Reform Project” in May 2017 in order to make further progress as we aim for a self-directed, highly productive work style. As part of this project, 16 willing workplaces in the Yamaha Group participated in a “Work Style Reform Trial” for the three months between October and December 2017. Each 16 teams established themes connected to making Work Style Reform Vision come true.

#### Work Style Improvement Vision

- We will work on our own initiative and increase new interactions and collaborations both internally and externally.
- With creativities and new challenges, we will continue activities leading to “Sharing Passion and Performance” and “Creating excellent customer experiences”
- We will work ambitiously on challenging subjects.

Collaborations with respect for will

Excellent work based on future oriented

Work eagerly, having funs

#### Action for Vision and Examples of Activities

- Improve productivity and strive to do work new way from yesterday
- Tap into creativity and produce new value
- Share information and visualize tasks (example: make a work manual)
- Reduce work and improve efficiency (example: fully implement meeting operation rules)
- Create planned rest (example: promote use of paid leave)
- Flexible application of work rules (example:Tele work)

After the trial, the activities were published on the Intranet and results and issues were shared internally. The Company wishes to promote work style Improvement in the future based based on the results of this trial.

## Building and Improving Work-Life Balance Support Systems

The Yamaha Group is creating and improving its support systems for work-life balance by building flexible work systems responsive to the varied circumstances of individual employees. Furthermore, we are spreading awareness and education on these systems among employees.

Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, Yamaha Corporation formulates and carries out an action plan.

As a result of the third phase of the three-year plan beginning in fiscal 2014, we acquired "Platinum Kurumin"\* certification.

### Acquisition of certification related to support for developing future generations\*

Certification	Date acquired	Main measures implemented
"Kurumin"	Aug. 2008	<ul style="list-style-type: none"> <li>Extended childcare leave period, etc.</li> <li>Adapted the shorter work hours for childcare system</li> <li>Mandatory group paid leave, etc.</li> </ul>
	Aug. 2014	<ul style="list-style-type: none"> <li>Held work-life balance seminar</li> <li>Adopted "Go Home at the Same Time Day," etc.</li> </ul>
"Platinum Kurumin"	Jun. 2016	<ul style="list-style-type: none"> <li>Encouraged males to take paternity leave</li> <li>Shortened working hours, etc.</li> </ul>



"Platinum Kurumin" special certification mark recognizing support for developing future generations

\* A Ministry of Health, Labor and Welfare system for certifying companies that provide support for developing future generations. Company action plans are reviewed in accord with the Act for Measures to Support the Development of the Next Generation. Certified companies are allowed to carry the "Kurumin" mark. "Platinum Kurumin" is a system that certifies, among the companies that have acquired the Kurumin mark, companies that conduct initiatives to support work-life balance at or above a specific standard.

### System for child care and nursing (compared with legal standards)

System	Legal standards	Yamaha Corporation
Maternity leave	42 days before birth (98 days for multiple birth), 56 days after birth	56 days before birth (98 days for multiple birth), 56 days after birth
Difficult birth leave	—	Number of days instructed by physician during pregnancy or within one year of birth
Birth support leave	—	5 days within a 14 day before or after birth of a spouse
Child care leave	In principle, until child becomes one year old (in special circumstances, this may become one year six months or two years)	Until child become two years old (however, for children born in April, until the end of April after the child becomes two years old)
Child nursing leave	Children not yet enrolled in elementary school	Until the end of March of the child's first year in elementary school
Reduced work hours for child care	Until the child becomes three years old	Until the child completes third grade in elementary school
System to remove overtime hours for child care	Limits overtime work until the child becomes three years old	Eliminates required overtime work until the child completes third grade in elementary school
Applicable scope for nursing system	Spouse, child, mother, father, spouse's mother or father, grandparent, sibling, or grandchild	Relative within two degrees of relation
Leave of absence due to nursing	Up to a total of 93 days per applicable family member (possible to split into up to three leaves)	Up to one year per applicable family member (possible to postpone for up to six months)
Reduced working hours due to nursing	Separate from leave of absence due to nursing; to two times or more within three years of start of use	Until end of nursing duties
Reduced work week due to nursing	—	Exempt from one work day per week, until end of nursing duties
Leave for nursing	Five days per applicable family member; 10 days for two or more persons	Five days per applicable family member

- Usage status of the child care leave system is shown on the Social Data page. Rate of use of maternity leave and rate of return to work has been at least 90% in recent years.

➤ [Social Data](#)

## Results of External Evaluations

### ► Recognition as “Company Friendly to Child Raising” by Shizuoka Prefecture

Yamaha Corporation and Yamaha Business Support’s proactive initiatives to create a workplace environment in which it is easy to raise children have been recognized with the award for “Company Friendly to Child Raising” by Shizuoka prefecture.

The “Company Friendly to Child Raising” distinction by Shizuoka prefecture awards companies which strive to develop a workplace environment in which it is easy to raise children and nurture “Iku Boss”\* managers who create a workplace which considers work-life balance.

Yamaha Corporation was praised for its expansive support system for employees who wish to raise children and continue working as well as its efforts to promote the use of child care leave by male employees and improvements to its leave usage statistics. Yamaha Business Support received this award due to its activities to raise awareness about work balance internally, including achieving a 100% rate of employees returning to work after taking child care leave, introducing child care experiences of employees, and holding seminars to develop managers into Iku Bosses.

In the future, the Yamaha Group will continue to promote efforts to build a workplace in which its employees can shine while feeling satisfied in both their professional and personal lives.

\* “Iku Boss” refers to a superior (manager) who considers the work-life balance of his/her subordinates and supports their careers and personal lives while simultaneously enjoying his/her own professional and personal life.



Award Ceremony

## Communication with Employees

### Basic Policy

The Yamaha Group adheres to the protection of employee’s rights prescribed by international treaties, law, collective labor agreements and other agreements. Furthermore, in pursuing the Yamaha Corporate Philosophy, employees and the employer strive to achieve favorable relationships based on ample communication.

» [3-3 Favorable Employer-Employee Relationships](#)

### Labor Unions

In each Group Company in Japan, including Yamaha Corporation, labor dialogues are being held between management and the labor unions or employee associations set up in each company. At each Group company in Japan, these labor unions and employee associations form the Yamaha Union Conference\*1 and exchange information and interact through regular labor and management liaison meetings that are convened.

Each Yamaha Group company outside Japan also holds dialogues between labor and management following the labor laws of each country. At the Yamaha Corporation headquarters, we are carrying out monitoring to ensure that favorable employer-employee communication is taking place at each Group company.

\*1 Yamaha Union Conference (established in September 1990) Along with deepening solidarity among those working within the Yamaha Group, the Council works to develop each organization, create better working environments, maintain and improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives.

Rate of Unionization*2	(as of March 31, 2018)
Yamaha Corporation (includes employees temporarily posted to other companies)	77%
Yamaha Group in Japan*2,3	41%

\*2 Managers are included in calculated figures

\*3 Scope of statistics: Yamaha Music Japan Co., Ltd., Yamaha Music Retailing Co., Ltd., Yamaha Music Manufacturing Co., Ltd., Yamaha Fine Technologies Co., Ltd., Yamaha Business Support Corporation

Data from previous years is shown on the Social Data page.

» [Social Data](#)

## Employer-Employee Communication

At Yamaha Corporation, joint management councils are regularly held so that critical management issues can be examined and discussed between labor and management. The joint management councils allow participants to hear from labor unions about current working conditions and engage in lively discussions.

The administration and revision of various programs related to human resources and labor are conducted after thorough discussion based on labor and management's perceptions of the issues at hand. Yamaha Corporation also explains matters concerning various corporate policies to labor unions, publishes reports from the discussions whenever necessary, and otherwise works to keep employees informed.

Labor union directors also participate in the running of things such as corporate pension funds, health insurance societies, the Mutual Aid Foundation, and employee stock ownership plans.

### Regular Labor and Management Conferences and Committee Meetings

Name	Frequency Held	Participants	Main Topics
Joint management Council	Twice/year (August and February)	Company: President, executive officers, etc. Unions: Central Executive Committee	Company-wide management issues
Company-wide Production and Sales Committee	Monthly	Company: Director in charge of labor administration, Human Resources Division (department managers and personnel in charge of labor administration) Unions: Central Executive Committee	Monthly topics (reports and labor conditions)
Business Site Labor and Management Committee	Monthly	Company: Business office managers, business office division administrators Unions: Branch Executive Committee (Central Executive Committee)	Monthly production and sales conditions within each division; reports on labor conditions
Allocation Committee	Twice/year (May and November)	Company: Human Resources Division (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raise and bonus
Work-Life Balance (WLB) Promotion Committee	Any time Reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Unions: Central Executive Committee	Reducing long working hours, encouraging the taking of paid vacation days, constructing and improving systems to support work-life balance and various other initiatives related to WLB

\* In addition to the above, the Overseas Work Committee, discussions of annual operation schedules, report briefings of the business outlook of each department, and labor-management discussions to address issues that come to light at union meetings, and that are relevant to company/division policies, are held.

# Health and Safety

## Basic Policy and Framework on Health and Safety

### ▶ Basic Health and Safety Policy

The Yamaha Group believes that one of the most important management issues is ensuring the health and safety of our employees. The Yamaha Group promotes health and safety activities based on the Group Health and Safety Management Standards and we aim to continually enhance the level of our health and safety.

### Standards and Basic Policy for the Group Safety and Health Management Rules

The Management and employees of the Group Companies shall view maintaining the health and safety of all people connected with Yamaha business activities as “a priority in all work,” and shall work together toward promoting the creation of labor environments that are healthy, safe, and comfortable.

### ▶ Health and Safety Management Structure and Activity Guidelines

The Yamaha Group created the Industrial Safety and Health Committee, which is headed by the Director in Charge of Industrial Safety and Health (Executive Officer). Committee members include business office managers, representatives of worksite supervisors, and representatives of major Group companies. The committee promotes a variety of policies related to managing health and safety.

At the start of each fiscal year in April, Yamaha Corporation and Yamaha Group companies regularly hold a Group-wide Health and Safety Convention, which is attended by the President and Representative Executive Officer. At the convention, there is a general overview of health and safety activities in the previous fiscal year, confirmation of policies and activities for the current fiscal year, and targets for occupational accident prevention are set. Approximately 500 people, including company representatives, labor union representatives, and representatives from each division and Group company, participated in the Group-wide Health and Safety Convention held in April 2018. In addition, each Group company attending the Convention announced examples of activities relating to health and safety. Furthermore, industrial physicians held lectures and useful information was shared in order to prevent workplace injuries and maintain and improve employee health.

### Fiscal 2019 Action Plan

1. Occupational safety: **Enforce “Safety And Health Must Be Prioritized Over Everything”**
2. Traffic safety: **Enforce elimination of accidents largely attributable to negligence and defensive driving**
3. Health management: **Improve health management and the workplace environment in order to work safely**



Fiscal 2019 Yamaha Group Safety and Health Convention



Announcement of activities to improve protective equipment at manufacturing centers in Indonesia



Health lecture about stress by industrial physician

## ► Acquisition of Certification for Occupational Health and Safety Management System

The Yamaha Group is making progress in acquiring certification for its occupational health and safety management system at its instrument and audio equipment production sites.

### OHSAS18001 Certification Sites (as of March 31, 2018)

- Yamaha Music Manufacturing Toyooka Factory
- Yamaha Music Manufacturing Kakegawa Factory
- Yamaha Musical Products Indonesia
- Yamaha Music Manufacturing Indonesia
- Yamaha Electronics (Suzhou)
- Yamaha Music Manufacturing Asia

## Formal Labor Agreement Concerning Safety and Health

The formal labor agreement that Yamaha Corporation has with the labor union sets forth that “The Company must take all necessary measures to ensure safe, healthy conditions at its factories and improve its work environments while union members must uphold all rules concerning safety and health. The company and union shall also work together to improve union members’ knowledge of safety and health.” The agreement also establishes provisions concerning issues such as the Safety and Health Committee, dangerous and injurious work, medical examinations, and accident compensation.

## Preventing Occupational Accidents

The work of the Yamaha Group may entail the possibility of occupational accidents, particularly with regard to production activities, from operating equipment and machinery, processing products, and handling various raw materials.

The main injuries incurred in the Yamaha Group are cuts, scrapes, getting caught or entangled in factory equipment, machinery, etc., and falling, etc. In fiscal 2018, there were 45 accidents requiring time off of work and no work-related deaths.

### Frequency\*1 of Work-Related Accidents over the Past Three Years

	FY2016	FY2017	FY2018
Yamaha Corporation	0.97*3	1.02	0.83
Group companies in Japan*2	3.18	1.88	1.78
Group companies overseas	1.45	1.19	1.18

\*1 Frequency = number of work related deaths/injuries ÷ total man hours×1,000,000

\*2 The Yamaha Group updated its statistical method for counting the total number of accidents irrespective of their gravity from fiscal 2014. We are aiming to target “from zero accidents to zero danger” through thorough safety measures that include minor accidents.

\*3 Revised after recalculation

## ► Risk Assessment

The Yamaha Group positions risk assessment as a fundamental activity for avoiding dangerous situations in the workplace before they happen and the Group engages in activities to prevent occupational accidents. These activities focus on assessing risks with regard to work content and surrounding environments where the work is performed, while putting in place measures corresponding to the degree of risk. Currently, the Yamaha Group continues to provide education on, and ensure the implementation of, risk assessment at Group companies and production sites in Japan and overseas.

## ► Safety Patrols

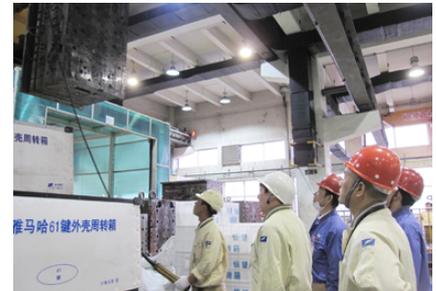
Safety patrols are conducted at Group companies under the guidance of the health and safety management lead office (Human Resources Division, Yamaha Corporation), which oversees Group-wide health and safety management. Patrols are carried out at applicable bases chosen every year, allowing all sites to be visited over a three- to four-year cycle.

These patrols took place at one base in Japan and one base overseas in fiscal 2018 (previous years' patrol numbers are shown on the Social Data page).

» Social Data

### Content of Safety Patrols

- Health and safety level checks following a health and safety management analysis table (approximately 170 items focusing on the clarification of health and safety management systems and policies, and the status of regulations and standards established)
- Workplace inspections to check health and safety and to correct and provide guidance on problematic areas



An on-site safety patrol

## ► Self-directed Health and Safety Diagnosis

Meanwhile, the Group's non-production companies in Japan carry out a self-directed health and safety diagnosis,\*<sup>3</sup> which complies with legal requirements and is based on the number of employees. Based on the results of the diagnosis, Yamaha Corporation health and safety managers provide feedback and give support for improvement measures.

This diagnosis was carried out at 24 sites in fiscal 2018 (previous years' implementation numbers are shown on the Social Data page).

\*<sup>3</sup> A diagnosis used for self-evaluation of approximately 150 items to be understood to ensure compliance and make efforts to improve personal health and safety.

» Social Data

## ► Health and Safety Education

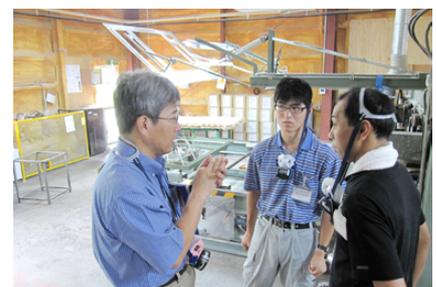
The Yamaha Group conducts health and safety education at the start of the fiscal year for new employees in Group Companies in Japan in order to deepen our employees' knowledge of health and safety, transportation safety, and health management. This year, these sessions spanned a total of seven hours (over six sessions) and were attended by 80 participants. In overseas production sites (Indonesia), there is a high incidence of accidents by new employees, so the Company both reviewed the content of the educational sessions held at each site and held a conference for employees in charge of health and safety in order to standardize the educational program. The program adopted at the conference includes simulations using actual equipment and methods to boost awareness of potential dangers.



Health and Safety Supervisor Conference (Indonesia)

## ► Response to Chemical Substances

In the Yamaha Group, there are some tasks which require employees to handle chemicals which may cause bodily harm. As such, the Company is taking a number of measures to prevent disease, such as improving the workplace environment and equipment, requiring legal medical examinations of its workers, and supplying protective equipment. Additionally, training is provided to workers to allow them to wear protective equipment correctly. The Company is also conducting risk assessments of workplaces which handle chemical substances in order to alleviate risk.



Industrial physician instructing employees on proper protective mask usage (held 2017 in the adhesion production process at Kitami Mokuzaï Co., Ltd.)

## ► Establishing and Standardizing Group Rules

Yamaha Corporation has, since 1977, gradually established safety rules relating to people and their surroundings such as employees' attitude towards health and safety, a basic code of conduct, and equipment standards. These have been compiled into tools such as handbooks and portable cards, etc. and have been implemented. We are currently striving to standardize rules across the Group in order to improve the level of health and safety and eliminate any gaps in standards between Group Companies. We are working to translate each tool into multiple languages as we head toward the Group-wide roll out of the Group standard rules.

## Maintaining and Ensuring Employee Health

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The Yamaha Group promotes initiatives to maintain and improve employee health based on the concept that the health of our employees and their families are of the utmost importance to Yamaha. In order to further promote these initiatives, the President and Representative Executive Officer issued the Yamaha Group Health Declaration in April 2018.

### Yamaha Group Health Declaration

“Sound Minds + Sound Bodies = Sound Living”

- The health of our employees and their families is fundamental to allowing them to lead fulfilling lives, and is of the utmost importance to Yamaha.
- Yamaha will actively support initiatives in aid of employee well-being, and will create safe, comfortable workplaces.
- Yamaha employees and their families should maintain an awareness of their physical and mental health, and take the initiative in acting to improve their wellness.

Takuya Nakata  
President and Representative Executive Officer  
April 2018

Based on this Health Declaration, the Yamaha Group is working to create safe and comfortable workplaces and promote various initiatives, including health examinations, mental healthcare, and a no-smoking policy.

## ► Health Checkups

In addition to diligently offering general health checkups, mandatory under Japanese law, Yamaha uses health checkups as opportunities to try to prevent lifestyle- and work-related diseases. In fiscal 2017, the Yamaha Group offered statutory stress evaluations and, for Group employees in Japan eligible for health checks in the vicinity of the Yamaha Corporation headquarters, we carried out group education explaining the stress check program. Additionally, we petitioned employees to help us meet our goal of achieving a 100% checkup completion ratio for regular health checkups, while also taking thorough follow-up measures based on checkup results. In fiscal 2018, Yamaha Corporation and the domestic Yamaha Group both had a 100% checkup completion ratio, while an industrial physician passed a decision\*4 on the best place for the particular employee to work in 100% of cases for Yamaha Corporation and 99.8% of cases for the Yamaha Group.

\*4 Workplace decisions by industrial physicians: based on Article 66.4, 5 of the Industrial Safety and Health Act, the Company is required to seek the opinion of an industrial physician regarding health checkups for eligible employees.

## ► Mental Healthcare

In order to maintain the mental health of workers, Yamaha is promoting mental health activities based on the policies of Japan's Ministry of Health, Labor and Welfare. Specifically, by operating a return-to-work support program that connects industrial physicians, nurses, and contracted psychiatrists working in coordination with an external Employee Assistance Program (EAP)\*5 counselor, we halved the rate at which workers took a subsequent leave of absence, compared with the period prior to adopting the program.

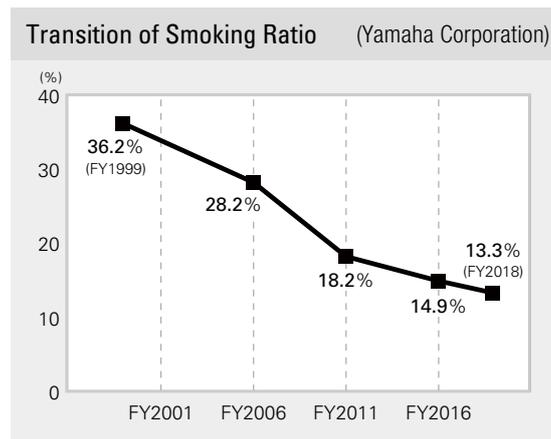
### Major initiatives

- Training for managers, supervisors and new recruits through an internal industrial physician and counselors
- Operation of a return-to-work support program that connects occupational health and safety staff, supervisors, managers, and HR personnel
- Operation of a mental health counseling desk staffed by psychiatrists and clinical psychologists from outside medical institutions
- Operation of a counseling desk provided by outside institutions through an external Employee Assistance Program (EAP).

\*5 Program provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and utilizes external specialists such as ones that offer health-related training for managers in charge of with employees working under them.

## ► No Smoking Policy

Yamaha Corporation makes it a top priority issue to protect the health of workers and implement smoking countermeasures. At health checkups since 1998, we have continued to advise employees to stop smoking, while, in April 2011, we began prohibiting smoking throughout the premises during work hours. As a result of these initiatives, the percentage of smokers among all employees declined from 36.2% in 1998 to 13.3% in 2017.



\*1 As at the end of March every year

We are currently aiming to further reduce the ratio of smokers by reducing the number of smoking areas inside the premises, thereby preventing passive smoking, and continue to provide individual support to quit smoking. These efforts are also being rolled out to our Group companies in Japan and the rate of smokers at Yamaha has been low compared to the nation-wide rate. Data on comparisons of smoking rates for the Group and smoking rates for Japan as a whole are shown on the Social Data page.

» [Social Data](#)

## ► Health Support for Employees Stationed Abroad

For each Yamaha Group employee stationed overseas, we have an industrial physician send an email specifically relating to that individual along with the results of the annual regular health checkup. In 2017, employees stationed abroad received the same stress check as employees in Group Companies in Japan.

## Ensuring the Safety of Employees Stationed/Traveling Overseas

The Yamaha Group believes that the safety of employees working inside and outside Japan is paramount and is taking various steps to prevent accidents and incidents before they occur.

In order to ensure the safety of employees that are stationed overseas and that go overseas on international business trips, measures are being carried out from the perspective of prevention and emergency response in the event of an accident. Information concerning dangers in each country and region is gathered from sources such as Japan's Ministry of Foreign Affairs, private security companies, employees stationed at overseas Group companies, and those who have returned from abroad. It is then analyzed and distributed internally in the form of reminders and business trip regulations. Safety-related education is also provided to employees prior to being dispatched overseas, while their families also receive separate education programs.

Furthermore, for those taking international business trips for the first time, an orientation is held that covers safety education, including basic knowledge and measures to handle emergencies while abroad.

### Fiscal 2018 results

Content	Target	Frequency	Number of participants
Training prior to assignment overseas	For employees	9 sessions	30 employees
	For employees' families	6 sessions	16 people
Overseas business trip orientation	For employees such as those going on an overseas business trip for the first time	4 sessions	60 people

## Results of External Evaluations

### Certified as Health and Productivity 2018 (White 500)

In February 2018, Yamaha Corporation was certified under the Health and Productivity (White 500) certification system hosted by the Ministry of Economy, Trade and Industry/ Japan Health Conference for the second consecutive year.

This system certifies those companies that consider employee health management in their management strategies and work strategically to achieve it.

Yamaha was evaluated on its measures for reducing long working hours and efforts at the promotion of work-life balance in addition to the regular health check, mental health, and measures to prevent passive smoking.

In addition, Yamaha Business Support also received certification for the first time this year.



## Human Resource Development

### Establishing Education and Training Programs

Under the concept of supporting highly motivated employees who wish to accomplish their "roles," and aim to make constant progress, the Yamaha Group strives to support each employee in exercising their talents to the fullest and developing professionally while working toward self-fulfillment. The Group works to create an education and training system that is equally focused on skill improvement and career development as the basis for nurturing human resources that can act globally. At the same time, each training program implemented is tailored to a specific objective and group of employees. In tandem with these, the Group also supports employees' autonomous learning projects and lifestyle design.

Total yearly training hours related to human resource development: About 1,500 hours (total 39,000 hours-person)

\* Target scope: Yamaha Corporation

## Main Training and Education Programs and their Status of Implementation (FY2018)

Name	Target/Content	Annual Participants	Training Hours per Person	Cumulative Participants
Stratified Training	Increases individual skills level to match career stages	400	15-30 hrs/yr	2,000/past 5 yrs
Senior Specialist Institute	Development of personnel to manage production (production base managers, supervisors, etc.)	15	50 days	89
Yamaha Sales company Executive College	Development of sales management personnel (sales location managers, supervisors, etc.)	8	12 days	17/past 2 yrs
Yamaha Advanced Skill School	Development of supervisory personnel on domestic production shop floors	16	260 hrs	716
Yamaha Technology Training Center	Development of core personnel on domestic production shop floors	30	230 hrs	1,530
From-to Program	Passing down core technologies relating to musical instrument manufacturing	12	–	512
Function-Specific Training	Quality engineering, internationalization training, core technology training (signal processing, acoustic vibration engineering, materials engineering), etc.	GAME 269	20 hrs	1,209/past 5 yrs
		Technology academy/core technology 196	24 hrs	1,241/past 5 yrs
Overseas/Language Study	Studying abroad to acquire and improve foreign language skills	3	14 months	32
Yamaha Business School	Supporting autonomous learning by employees (training by correspondence)	257	Autonomous Learning	1,600/past 5 yrs
Second Life Preparatory Seminar	Opportunity for employees 2 years out from retirement to contemplate life beyond retirement and information-sharing	200	8.0 hrs	850/past 5 yrs
English Learning Methods Seminar	Internal seminars inviting external instructors	700	4.0 hrs	700/2017 and beyond
Female Selective Development Program	Training to develop the mindset for female employees qualified to become management candidates, and training plan formulation skills training for their supervisors	42	7.0 hrs	42/2017 and beyond

## Development of Management Personnel

The Yamaha Group strives to develop management personnel who will be the backbone of business activities.

In 2011, the Group started a manager training program for Japanese personnel at production bases, mainly at overseas production subsidiaries. Subsequently, a training program for managers was started in 2013. Then, from 2014, we have proceeded to expand and restructure programs to include non-Japanese personnel at overseas production bases, while we have been training production managers globally since 2016 under a program titled Senior Specialist Institute (SSI).

Additionally, for human resources engaged in sales, we started the Yamaha Sales company Executive College (Y-SEC) in February 2017 as a program that trains candidates for site managers, mainly at overseas sales companies. Currently, we are systematically establishing programs equally focused on job category and rank as we take a structured approach to training human resources who will work in management positions. As such, from fiscal 2018, we introduced a management human resource development program (Yamaha Global Management Program) common among all job categories.

## Fostering Human Resources to Support Manufacturing

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The Yamaha Group aims to create an optimal production system by clarifying the roles and functions of each of its bases. At the same time, we are promoting the development of human resources that support manufacturing so that we can maintain and improve “Made in Yamaha” quality.

Positioning each plant in Japan as a manufacturing base of high-value added products, we focus on developing manufacturing technologies that are highly competitive, while ensuring that core skills required to manufacture musical instruments are passed on. Plants in China, Indonesia, and Malaysia are designated as key manufacturing bases for affordably priced products and we dispatch many technicians and supervisors from Japan to provide support and guidance at these sites.

## Development of Global Personnel

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The Yamaha Group appoints local personnel from each base around the world to important posts within the Group and exerts efforts to develop personnel who can play a strong role at a global level. In 2015, the Company established a Global HR Development Group within its Human Resources Division, and has been promoting the following 4 initiatives since.

1. Identifying global core human resources  
'Place the right person in the right position' regardless of nationality or company of origin.
2. Global Grading  
Promotion of personnel transfer among Group companies with Group standards.
3. Assessment and compensation  
Consistent evaluations based on Group-wide standards; acquisition and retention of excellent personnel.
4. Succession Plan  
Creating succession plans for Group executive management.

## Supporting Employee Development through Regular Face-to-Face Meetings

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Yamaha Corporation holds regular face-to-face meetings with all employees to both assess performance and support employee development. The meetings serve to align perspectives of employees and their supervisors with regard to the objectives and mission of the Company and its divisions, in addition to each person's role and goals. This allows the Company to confirm levels of achievement, future challenges, and the direction of skills development.

Furthermore, employees (including employees who are hired mid-career) and the Company have face-to-face meetings to exchange opinions regarding career plans at the one-year and four-year marks after joining the Company. Meetings are attended by HR Department staff in order to assess whether employees are able to find a sense of fulfillment in their work, and to discuss future career plans.

In order to ensure that these meetings are conducive to fair evaluations and effective support for employee growth, Yamaha Corporation carries out training for managers and staff who serve as evaluators in the meetings.

## Establishment of New Personnel System and Related Training

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Yamaha Corporation holds assessment training for managers, in order to ensure the appropriate and effective operation of the human resource system introduced in October 2016. This encourages their understanding of the purpose of the evaluation system, and it also leads to fair treatment of employees and support for growth.

The Company also held a total of 28 training sessions for new 650 assistant managers. This aims to foster leadership mindset in these personnel and to encourage them to view themselves as central members in their respective workplaces.