

Human Rights and Labor Practices

Yamaha recognizes that the foundation of responsible company activities is respect for human rights. In addition to complying with the standards in the human rights and labor sections of global compacts, we respect diversity in employment and human resource utilization, promote work-life balance, conduct various human resource development programs, and strive to establish an environment where workers are able to sufficiently express their sensitivity and creativity through communication between employees and management.

Respect for Human Rights

Basic Policy

Based on the United Nations (UN) Guiding Principles on Business and Human Rights, the Yamaha Group strives to comply with international norms pertaining to human rights, including those described in the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN 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 helping build a society that safeguards the dignity of all. In 2018, the Company created the Yamaha Group Human Rights Policy, which displays our thoughts and responsibilities regarding respect for human rights and describes our commitment to practicing human rights due diligence, based on internationally respected human rights standards, to prevent human rights violations throughout the Group's business activities. This policy shapes our business activities as well as our efforts to educate and promote awareness of human rights, and was approved by the president after receiving input from all Group companies and holding discussions at meetings of the Managing Council.

» [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](#)

» [UN Global Compact](#)

» [Yamaha Group Sustainability Policy](#)

» [Yamaha Group Human Rights Policy](#)

Promotion of Human Rights Due Diligence

The Yamaha Group is committed to responsibly addressing the potential impacts of its business activities on human rights. To this end, we assess our activities across the value chain based on international norms on human rights and on the self-assessment items of the UN Global Compact and actively engage in dialogue with stakeholders and experts. Through this process, we identify and specify the human rights risks apparent in our business. In fiscal 2020, the Yamaha Group worked to identify the material human rights issues faced in different industries through participation in the Stakeholder Engagement Program of Caux Round Table Japan. Our involvement in this project helped us identify themes related to human rights issues pertaining to raw material procurement (illegal logging), workers in the Group and across the supply chain, customers (product and service safety, protection of personal information), and the residents of communities in which the Group has business sites. With a focus on these themes, the Yamaha Group inspects the implementation status of the related rules, incorporates necessary items into regulations and guidelines from a human rights perspective, and carries out comprehensive human rights assessments performed by monitoring the compliance status with such regulations.

» [Engagement with Stakeholders](#)

► Consultation and Whistleblowing Venues

The Yamaha Group solicits opinions and issues reports by telephone and through the online inquiry form available on its corporate website. In addition, the Group has set up compliance-related consultation and whistleblowing venues for use by employees (including contract employees, part-time employees, dispatch employees, and subcontractors) inside and outside of the organization. Employees are able to receive consultation or make reports regarding harassment and other human rights issues through these venues. In fiscal 2020, a dedicated hotline was established for consultations regarding sexual minorities (members of the LGBTQ community) through which we have been addressing consultations with the aim of resolving or alleviating the concerns faced by members of such groups.

To ensure that reports can be received from various countries and regions, we have developed multilanguage email forms. We also provide information on consultation venues in compliance with standards booklets and other internal publications to entrench awareness of these reporting options. A further step forward was taken in March 2020 with the expansion of external consultation and whistleblowing venues in Japan. Cards detailing how to use these venues were distributed to employees to reaffirm their understanding regarding these venues.

Consultation and whistleblowing protocols have been established in accordance with internal regulations to protect those who report so that the Yamaha Group can defend whistleblowers' interests. Consultations and reports are investigated swiftly and fairly, while protecting the privacy of those who report as well as of the alleged offender, and instructions are issued and other corrective measures are taken should problematic behavior be identified. Even in cases in which strong requests for confidentiality from those who report or the offender restrict investigations, the Group will take whatever steps possible to improve its workplace environment as it seeks to rectify the issue and implements measures to prevent recurrence.

» [Compliance Helplines](#)

Respect for Employees' Human Rights

► Fair and Impartial Hiring

In hiring and employment practices, the Yamaha Group practices fair selection and ensures the absence of any form of discrimination based on its diversity and inclusion policies in order to provide employment opportunities to a diverse group of people. In addition, Yamaha decisions regarding employee evaluations and compensation are made in accordance with 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](#)

► Respect for Worker Rights

The Yamaha Group observes international treaties and regulations and practices respect for the rights of workers, including the rights to freedom of association, freedom of enrollment or nonenrollment in labor unions, collective bargaining, and peaceful assembly. Opportunities are provided for workers to engage in frank discussions with management without fear of discrimination, reprisal, coercion, or harassment, and labor and other agreements are respected.

» [Communication with Employees](#)

► Appropriate Wages and Working Hours

The Yamaha Group has established regulations stating that wages are to be set that do not fall below the minimum wage or the standard living wage of the respective region. In addition, the Group complies with legal standards when determining working hours and days, and steps are taken to reduce overall working hours in order to prevent long or excessive working hours.

» [Promotion of Work-Life Balance](#)

► Prevention of Harassment

The Yamaha Group has defined in its Compliance Code of Conduct its strict prohibition of harassment, an act that undermines people's human rights. This prohibition of harassment is detailed in the Compliance Code of Conduct booklets distributed to all Group employees. Also, Yamaha Corporation makes it clear that harassment is a form of misconduct warranting discipline and disclosure of the names of offenders, taking a stern stance toward all violations of human rights. The Group has also established compliance-related consultation and whistleblowing venues and institutes training sessions, seminars, and other education programs with the goal of fostering a workplace environment free of harassment. We are bolstering our consultation and whistleblowing venues and have created dedicated compliance promotion organizations to help prevent power harassment, which entails abuse of a dominant workplace position, and all other forms of harassment. Furthermore, we conduct training aimed at officers and managers as well as training for improving communication between supervisors and their subordinates.

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

» [Human Rights Education](#)

Consideration of Human Rights in the Supply Chain

In the interest of furthering its policy concerning human rights throughout its supply chain, Yamaha is making 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 defines practices related to human rights and labor (specified in the Transaction Agreement), and that suppliers carry out self-assessment based on the Code of Conduct (correction is requested as needed) as part of human rights due diligence

Please refer to the following link for details on these efforts.

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

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

Prohibition of Forced and Child Labor

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 Guidelines for Labor and Human Rights established based on internal regulations define the following measures for preventing forced labor and child labor.

- Confirmation of work credentials of foreign nationals
- Investigation of whether fees are being imposed on workers that create the risk of forced labor
- Prohibition of requests that employees submit passports and other identification documents and restrictions on usage
- Prohibition of inappropriate restriction of access to restrooms and right to free movement during breaks or after work
- Respect for employees' right to resign freely given that they submit prior notification
- Management copies of valid IDs and other documents that allow for confirmation of employee ages
- Prevention of workers under 18 from being assigned duties that would adversely impact their health or safety

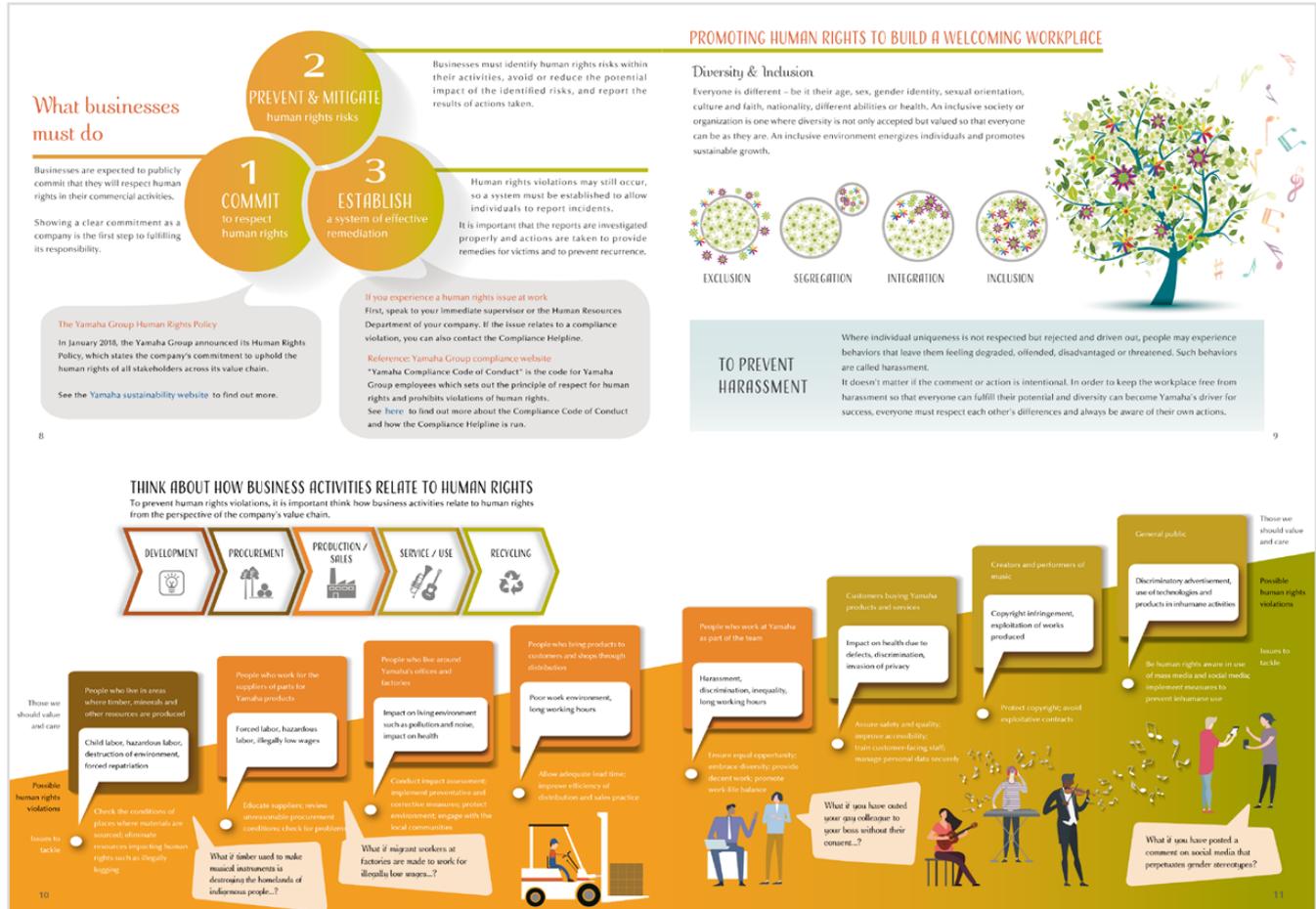
In addition, the Yamaha Supplier CSR Code of Conduct defines our prohibition of forced labor and child labor and requests that our business partners adhere to these requirements. We also ask business partners to perform self-assessments using questionnaires and, based on the results, ask for improvement measures when necessary.

» [3-7 Prohibition Against Forced Labor and Child Labor](#)

Human Rights Education

The Yamaha Group encourages all employees to view human rights as an issue that directly relates to them, and human rights education programs are implemented to help us exercise our corporate responsibility to respect human rights. Meetings where attendees are given the opportunity to think about the human rights violations that might occur in the course of their work and how to prevent them through readings of the Yamaha Human Rights Guidebook, which was published in 2019 and is available in Japanese and English, are held at domestic Group companies during the international Human Rights Day and Japan's Human Rights Week. Feedback on these meetings has been received from more than 500 worksites.

Yamaha Human Rights Guidebook (Excerpt)



The Guidelines for Labor and Human Rights established based on internal regulations state that the Yamaha Group is to conduct human rights education programs and specifies the content of these programs. Domestic and overseas Group companies are encouraged to spearhead their own human rights education programs, and the progress of these programs is monitored.

Furthermore, the following training and education programs are conducted in order to raise human rights awareness.

- Provision of human rights-related information pertaining to the Group via the intranet (UN Guiding Principles on Business and Human Rights, conflict mineral issues, etc.)
- Quiz-style harassment prevention information programs conducted via the intranet
- Training sessions and workshops on workplace human rights-related themes (CSR procurement seminars for purchasing representatives, human rights violation prevention workshops for public relations representatives)
- Seminars for officers and all other Group members (diversity and inclusion seminars)

Promotion of Diversity and Inclusion

Policy on Diversity and Inclusion

The Yamaha Group is advancing diversity and inclusion initiatives based on the following policy.

Yamaha Group Diversity & Inclusion Policy

The Yamaha Group believes that the diversity of people who differ in age, gender, sexual orientation, gender identity, disability, nationality, race, culture, values, life-style, and career background is the source of new value creation. It also seeks to further strengthen, grow, and develop its corporate competitiveness by respecting and using each individuality.*

* Due to the differences in legislation and customs in different countries, we respect every law and, above all, respect all cultures and customs

Furthermore, respective Yamaha Group companies develop three-year Diversity and Inclusion Action Plans and share good practices throughout the Group via monitoring.

In 2021, online seminars were held for the purpose of entrenching respect for diversity and inclusion in our corporate culture and brought more than 400 employees.

Support for Women's Careers

As one facet of its diversity management efforts, the Yamaha Group strives to develop a workplace environment and systems that are conducive to the careers of women. A dedicated representative has been assigned to lead efforts to support women's careers, and this individual guides the formulation of Groupwide policies and action plans and their deployment at Group companies. In January 2021, the Working Group for Gender Equality was established under the Human Resource Development Committee as an advisory body to the president. This working group is tasked with offering advice regarding various initiatives for diversifying management through the ongoing cultivation of female leaders and with guiding the implementation of these initiatives. Reports are issued to the president with regard to these efforts.

Yamaha Corporation is ramping up its initiatives on this front in accordance with the phase 2 three-year action plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace in March 2019.

Major Measures

Goal	Measure
Proactive hiring of female employees	Increase the ratio of women among new graduate and mid-career hires
	Conduct 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	Set a three-year target (by fiscal 2022) for increasing the ratio of female employees in management positions
	Achieve ratio of female employees in management positions of 7.2% or higher for Yamaha Corporation and 17.0% or higher for the Group
	Enhance education and training programs (career development planning programs for female employees, etc.)
	Foster female managerial candidates
	Conduct unconscious bias training for supervisors
Improve systems for supporting work-life balance	Comply with the Act on Securing, Etc. of Equal Opportunity and Treatment between Men and Women in Employment, the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, the Act on Advancement of Measures to Support Raising Next-Generation Children, and the Act on the Promotion of Female Participation and Career Advancement in the Workplace
	Create, promote, and update work-life balance support programs
	Systemize any-purpose telework scheme and flextime scheme for short-hour work days for child-raising
Improve workplace awareness and foster corporate culture	Conduct educational activities (training, seminars, information provided through the intranet, etc.)



Intranet Website
Disseminating Diversity and Work-Life Balance Information

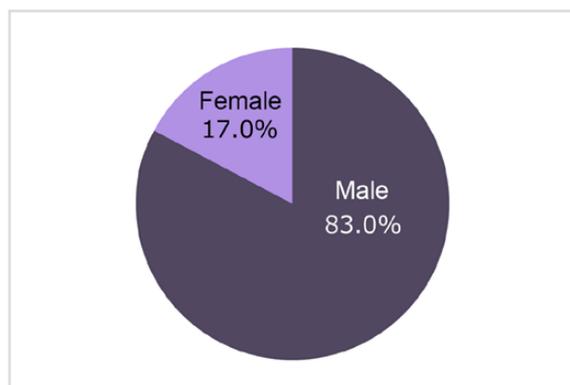
► Summary of Past Initiatives and Major Results and Achievements

- Nearly equal average number of years of continuous employment for male and female employees
- Almost 100% of women taking maternity/childcare leave and returning to work after maternity/childcare leave
- Receipt of “Family Friendly Company Award” from the Ministry of Health, Labour and Welfare (2005)
- Receipt of “Kurumin” certification (2008 and 2014) and Platinum “Kurumin” certification (2016) based on the Act for Measures to Support the Development of the Next Generation
- Recognized as “Company Friendly for Raising Children” by Shizuoka Prefecture (2017)

► Principal Indicators Related to Support for Women’s Careers

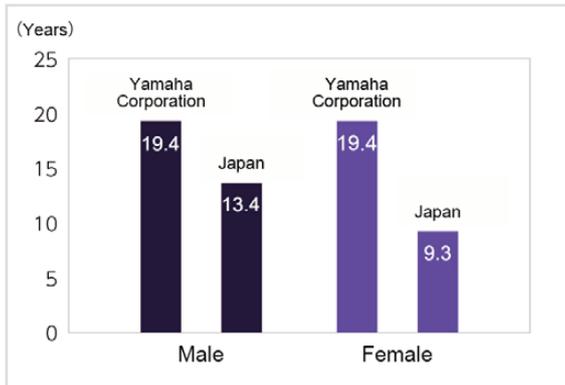
Ratio of Employees by Gender

(Yamaha Corporation)



Note: As of March 31, 2021

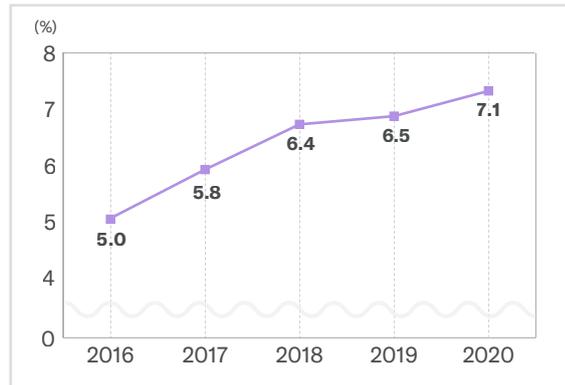
Average Number of Years of Continuous Employment (Comparison between Japan Average*1 and Yamaha Corporation*2)



*1 Nationwide numbers are from results of the 2020 Basic Survey on Wage Structure.

*2 Statistics for Yamaha Corporation are as of March 31, 2021.

Ratio of Female Employees in Management Positions (Yamaha Corporation)*3,4



*3 As of March 31 each year

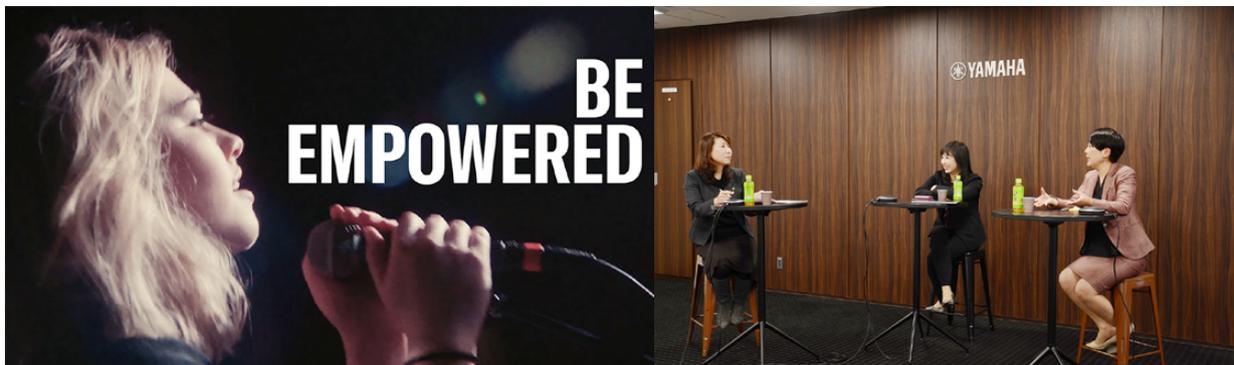
*4 Includes promotions and hiring for managerial positions on April 1 of the following year (due to hiring schedule changing from March 1 to April 1 of the following year) from fiscal 2017

Data by year is shown on the Social Data page.

[» Social Data](#)

Group companies are advancing initiatives for supporting women's careers in accordance with action plans established based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace.

International Women's Day Initiatives



In conjunction with International Women's Day on March 8, 2021, Yamaha Corporation distributed a video on a global basis with the aim of enhancing the exposure of female artists and the message "dare to be yourself, no matter the obstacles." This video featured appearances by a diverse range of female artists. Furthermore, we coordinated with sales and business divisions around the world to roll out a global women's empowerment campaign that included presenting social media posts and interviews of female artists.

In addition, an internal bottom-up problem-solving project team comprised of female employees and guided by personnel departments arranged discussions between female leaders of Yamaha Corporation and Yamaha Motor Co., Ltd. These joint discussions were based on the theme of a shared vision for women's empowerment by both companies. Articles uploaded on the Company intranet compiled discussions by female officers on topics such as leaders and careers, work-life balance and systems, and women's empowerment. Through this undertaking, we sought to provide concrete advice and works of encouragement for all employees in order to foster an environment in which women can be proactive in leadership roles.

Employment and Advancement of Local Employees

As a conglomerate that engages in businesses in countries around the world, the Yamaha Group appoints locally hired personnel to important posts within the Group. The president of Yamaha Corporation of America is a U.S. citizen, and is also an operating officer of Yamaha Corporation. There are also presidents with German, French, Austrian, and U.S. nationality, one of which is a woman, at companies which joined the Yamaha Group through acquisitions.

With a view to utilizing diverse human resources on a global scale, Yamaha Corporation (headquarters in Japan) is hiring employees from outside Japan, and as of the end of March 2021, 47 non-Japanese employees are employed. The Company is striving to acquire a wide range of human resources by setting a target for hiring employees from outside Japan and disseminating recruitment information in English.

(Information on numbers of non-Japanese employees is available on the Social Data page.)

[» Social Data](#)

Employment Extension and Rehiring Programs

The Yamaha Group believes that enriching employees' lives at work by providing employment opportunities matched to employees' ambitions and ability will contribute to economic and social development. Based on this philosophy, Yamaha Corporation has augmented its vacation and leave programs with employment extension and rehiring programs that flexibly accommodate employee life events.

▶ Senior Partner System (Rehiring Program for Retirees)

The Senior Partner System is a program at Yamaha Corporation and Japan subsidiaries that provides willing employees with the opportunity to continue working beyond age 60. Through this program, employees can continue working until they are 65 (214 individuals were using this system as of March 31, 2021). (Data by year is shown on the Social Data page.) Yamaha Corporation revised this program in April 2020 to make for a more focused system emphasizing ambition and roles. In addition to establishing several work ranks and definitions based on employee roles, the Company introduced goal management, evaluation, and bonus systems and renewed benefit and leave systems in line with those available to standard employees.

[» Social Data](#)

▶ Rehiring Program for Family Members Accompanying Spouses on Overseas Assignment

In fiscal 2009, Yamaha Corporation introduced a system to rehire employees who left the Company in order to accompany a spouse on an overseas assignment after returning to Japan. The scope of this system, which was previously limited to individuals whose spouses were Yamaha Corporation employees, was expanded in fiscal 2017 to include individuals whose spouses were working for Yamaha Group companies. In addition, this system is available for employees accompanying spouses who do not work for Yamaha Group companies on overseas assignments, with a limit of five years from their retirement. Since the program started in fiscal 2009, a total of 21 employees have submitted applications before retiring. Of that number, six (as of March 31, 2021) have been rehired after returning to Japan.

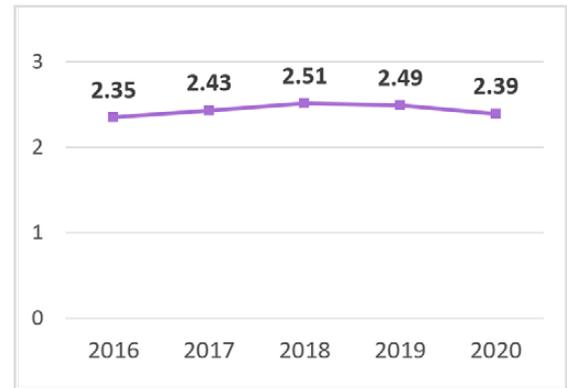
▶ Rehiring Program for Workers Committed to Nursing Care

In July 2016, Yamaha Corporation 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 five years of said retirement date.

Employment of People with Disabilities

Yamaha Corporation is promoting employment for people with disabilities while also developing working conditions conducive to active participation by these employees. The Company strives to encourage independence for people with disabilities and to achieve a society of coexistence, and it works to increase the skills of such employees and raise awareness within the Company. As of March 1, 2021, 79 people with disabilities were employed at Yamaha Corporation, of which 39 were assigned to Yamaha Ai Works Co., Ltd. The employment ratio of people with disabilities has remained above 2.3% since fiscal 2015, exceeding the level mandated by the Act on Employment Promotion etc. of Persons with Disabilities from March 2021.

Employment Ratio of People with Disabilities^{*5, 6, 7}



*5 As of March 1 of each year

*6 Scope: Yamaha Corporation, Yamaha Corporate Services Corporation, Yamaha Ai Works Co., Ltd.

*7 Employment ratio of people with disabilities calculated using formula described by the Act on Employment Promotion etc. of Persons with Disabilities

Special Subsidiary^{*8} Yamaha Ai Works

Established in 1989, Yamaha Ai Works is contracted by Yamaha Group companies to perform work tasks such as data processing, printing, filling and sealing envelopes, accounting, and benefit program and production-related tasks. Additionally, this company dedicates efforts 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.



Special subsidiary workplace tour and learning session (held in 2019)

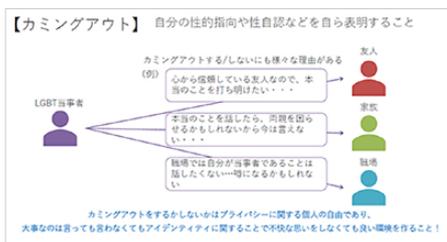
*8 Special subsidiaries are subsidiaries that meet the definition of the Act on Employment Promotion etc. of Persons with Disabilities. These subsidiaries must meet certain criteria, including those pertaining to the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio.

Understanding and Initiatives for LGBTQ Individuals (in Japan)

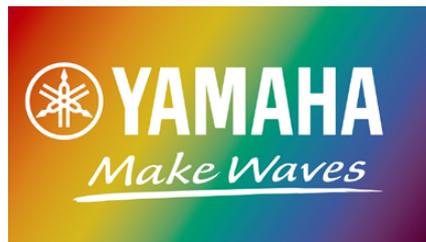
The Yamaha Group is promoting understanding of and offering support for members of the LGBTQ community as an ally in Japan in order to build a better place to work for LGBTQ individuals and other sexual minorities and ensure that our business activities respect diversity. In fiscal 2021, we fostered awareness regarding the LGBTQ community by distributing stickers displaying a logo designed to indicate that one is an ally of the LGBTQ community and by utilizing the Handbook at Work to promote understanding within the organization. In addition, Yamaha representatives participated in a panel at a sexual diversity symposium held by Shizuoka Prefecture. Furthermore, the Group has set up a consultation venue for addressing and alleviating the issues that LGBTQ individuals face, included same-sex partners in the definition of family members used in work and other regulations, and implemented other provisions to support the LGBTQ community.

These efforts have been highly evaluated, and Yamaha Corporation (headquarters in Japan) has been awarded the highest rating of gold in the PRIDE INDEX, an index designed to recognize the initiatives of companies and other organizations for supporting sexual minorities like members of the LGBTQ community, for two consecutive years.

» External Recognition



Excerpt from the Handbook at Work



Yamaha LGBTQ+ logo

External Recognition

► Receipt of Highest Rating of Gold in 2020 PRIDE INDEX

In October 2020, Yamaha Corporation (headquarters in Japan) was awarded with the highest rating of gold in the PRIDE INDEX,^{*9} an index compiled by work with Pride to recognize the initiatives of companies and other organizations for supporting sexual minorities like members of the LGBTQ community. The receipt of this rating was a reflection of the evaluation of initiatives such as the promotion of understanding within the organization through seminars for all Group employees and the production of a logo to display that we are an ally of the LGBTQ community. Other initiatives that contributed to the receipt of this honor include the establishment of a consultation venue for LGBT issues and revision of work and other regulations to include same-sex partners in the definition of family members used for Company systems.

^{*9} Launched in 2016 by work with Pride, an organization that is assisting in the spread and popularization of diversity management pertaining to sexual minorities, the PRIDE INDEX is Japan's first index for recognizing the initiatives of companies and other organizations for supporting sexual minorities such as members of the LGBTQ community. In this program, the ratings of bronze, silver, and gold are assigned through evaluations based on five categories: action declarations, internal sexual minority communities, education activities, human resource systems and programs, and social contribution and public relations activities.

► Certification of Yamaha Corporate Services as a Platinum "Eruboshi" Company Pursuant to the Act on Promotion of Women's Participation and Advancement in the Workplace

In June 2021, Yamaha Corporate Services Corporation received certification as a Platinum "Eruboshi" company, indicating its progress in empowering female employees since it received level three "Eruboshi" certification, the best rank, in this program in July 2018.^{*10} Platinum "Eruboshi" is awarded to those "Eruboshi"-certified companies that have met requirements indicating excellence in terms of the accomplishment of general business operator action plan targets and of initiatives for promoting the participation and advancement of women in the workplace. Yamaha Corporate Services has also received Platinum "Kurumin" certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children in recognition of its proactive efforts to develop an environment that is conducive to working while raising children.

^{*10} "Eruboshi" is a program in which the Ministry of Health, Labour and Welfare certifies companies that have formulated action plans for the promotion of women's participation and advancement in the workplace based on the Act on Promotion of Women's Participation and Advancement in the Workplace enacted in April 2016 and that have conducted excellent initiatives in this area.



PRIDE INDEX gold rating mark



Platinum "Eruboshi" certification mark
External Recognition

» External Recognition

Promotion of Work–Life Balance

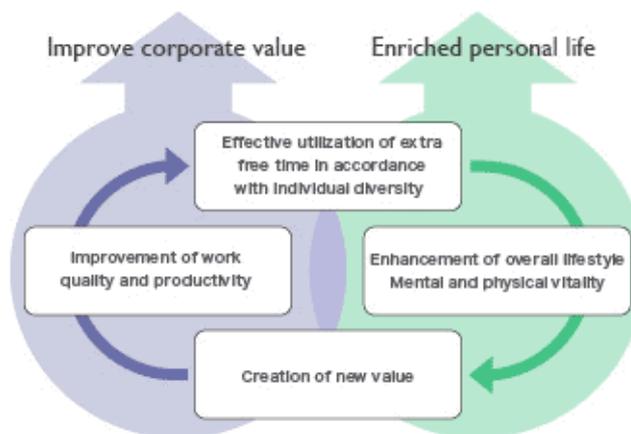
Basic Policy and Promotion System

The Yamaha Group is actively promoting work–life balance based on the following basic policy. To this end, we have established the Work–Life Balance Promotion Committee, which is jointly run by labor and management. We are also striving to shorten overall working hours and establish and enhance work–life balance support systems in an effort to help enrich the lives of all employees. We believe this will also accelerate the growth of the Company. Furthermore, each department formulates a Work–Life Balance Action Plan and is rolling out activities aimed at realizing workstyles that are self-directed and productive.

Basic Policy

In order to realize both expanded business activities and lifestyles that offer personal fulfillment, we will proactively promote work–life balance that respects a wide range of values and lifestyles.

People can use the extra time created by increases in the quality and productivity of work in many different ways, which in doing so leads to the enhancement of the overall quality of life while energizing both body and mind. This energy can provide the power for new value creation, and serves as a source of continued good work, the enhancement of corporate value, and the realization of an enriched personal life. We will work toward the creation of this type of virtuous cycle at Yamaha.



Reduction of Total Working Hours

To prevent long and excessive working hours, Yamaha Corporation established guidelines for overtime through a labor–management agreement. In fiscal 2021, the Company advanced initiatives aimed at achieving its targets of less than 65 hours of average monthly overtime, five hours fewer than in the previous fiscal year, and less than 540 hours of average yearly overtime.

In addition to annual paid leave days, we are developing a system for assorted types of leave, including leave related to bereavement or celebration as well as consecutive days of leave given upon company transfers, reaching retirement age, or reaching an auspicious age for the objective of enhancing the private lives of employees and supporting them during major life events. At the same time, we are promoting awareness and building structures for the purpose of realizing self-directed, highly productive workstyles. We have programs such as All Go Home at the Same Time Day, which

encourages all employees to leave work on time, a flextime 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.

As part of our efforts to promote the acquisition of paid leave days, we held arranged days in which all employees were encouraged to take the day off and otherwise worked toward our target of having all employees acquire 15 or more days of paid leave a year.

Major Initiatives and Fiscal 2021 Results

Initiative	Details	Participants	Fiscal 2021 results and follow-up
Full staff paid leave days	Annual three-day period	Yamaha Corporation and some Group companies	Staff who could not take leave during the period encouraged to take substitute days off; implemented as planned (Yamaha Corporation)
Full use of paid leave days	Leave acquisition encouragement for employees and supervisors not fully utilizing their leave	Yamaha Corporation	Email encouraging leave acquisition sent to those who utilized less than 10 days of paid leave in the prior fiscal year (Fiscal 2021 average paid leave taken: 14.2 days)
All Go Home at the Same Time Day	Every or every-other Friday set as All Go Home at the Same Time Day on an individual office basis	Yamaha Corporation and Group companies located on its premises	-
Awareness and education	Information shared on the intranet	Yamaha Group employees	-

► Fiscal 2021 Performance Self-Evaluation and Future Outlook

The Companywide average for total annual working hours at the Yamaha Corporation is decreasing with each coming year. In addition, labor and management are actively promoting the acquisition of paid leave days to accomplish the Company target of having an average of 15 or more days of paid leave a year acquired from fiscal 2017 onward. Employees who did not use the defined number of days of leave in the previous fiscal year are approached and encouraged to take leave. As a result of these efforts, the average number of paid leave days used in fiscal 2021 was 14.2.

From fiscal 2019, we lowered the maximum monthly limit for in-house overtime hours described in labor-management guidelines, and the maximum limit was set at 60 hours per month for fiscal 2022. In addition, we will monitor the status of monthly overtime hours and preemptively raise the attention of departments that appear likely to exceed the level put forth in the labor-management guidelines in order to further decrease total annual working hours.

Data on total working hours and other data by year is shown on the Social Data page.

[» Social Data](#)

► Workstyle Reform Initiatives

Yamaha Corporation is advancing workstyle reform initiatives aimed at realizing self-driven, highly productive workstyles. In fiscal 2021, the telework system introduced in fiscal 2020 to be used for purposes such as childcare or long-term care for family members was made available to all employees to encourage them to better exercise their skills. Furthermore, we advanced various initiatives aimed at contributing to the skill development and motivation of employees facing time restrictions. For example, flextime systems were made available to employees working shortened hours for childcare or long-term care purposes, and training sessions were held for individuals returning to work from childcare leave as well as for their supervisors. Similar initiatives are being advanced at several domestic Group companies based on the conditions at each individual company.

Establishment and Enhancement of Work–Life Balance Support Systems

The Yamaha Group is establishing and improving work–life balance support systems to respond to the varied circumstances of individual employees. The use of these systems is being promoted by spreading awareness among employees. In addition, Yamaha Corporation has formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. The advancement of this plan led to the Company receiving Platinum “Kurumin” certification* in 2016 (please see “External Recognition” for details).

In fiscal 2021, the Company introduced systems that allow employees to work fewer days a week or shorten hours for the purpose of receiving medical treatment to support employees in balancing their work with their treatment.

Childcare and Nursing Systems (Comparison with legal standards)

System	Legal standards	Yamaha Corporation
Maternity leave	42 days before birth (98 days for multiple births), 56 days after birth	56 days before birth (98 days for multiple births), 56 days after birth
Difficult birth leave	—	Number of days instructed by physician during pregnancy or within one year of birth
Birth support leave	—	Five days within a period spanning from 14 days before spouse gives birth to 14 days after spouse gives birth
Childcare leave	In principle, until child becomes one year old (in special circumstances, this may become one year and six months or two years)	Until child becomes 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 workhours for child care	Until the child becomes three years old	Until the child completes third grade in elementary school
Exemption from overtime hours for childcare	Overtime work limited until the child becomes three years old	Exemption from required overtime work until the child completes third grade in elementary school
Applicable scope for nursing care system	Spouse, child, mother, father, spouse's mother or father, grandparent, sibling, or grandchild	Relative within two degrees of relation
Leave of absence for nursing care	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 workhours for nursing care	Two times or more within three years of start of use (separate from leave of absence for nursing care)	Until end of nursing care duties
Shortened work week for nursing care	—	Exemption from one work day per week until end of nursing care duties
Leave for nursing care	Five days per applicable family member; 10 days for two or more persons	Five days per applicable family member
Reduced workhours for undergoing treatment	—	Until treatment is over
Shortened work week for undergoing treatment	—	Until treatment is over

* Information on the usage status of the childcare leave system is shown on the Social Data page. The rates of use of maternity leave and of return to work have been at least 90% in recent years.

» [Social Data](#)

► Establishment of On-Site Daycare Facilities

Yamaha Corporation established an on-site daycare facility (Oto no Ie) in 2019 as part of its efforts to build frameworks that provide a comfortable workplace environment and that enable employees to continue working with peace of mind. This move was designed to accommodate the diverse lifestyles of employees.

The Company has continued to conduct various initiatives to make work rules flexible and to expand and promote its work leave systems. One example of success in these initiatives is the fact that childcare leave is taken by nearly all female employees giving birth as well as by an aggregate total of 132 male employees. By establishing daycare facilities at business sites, the Company aims to make it even easier for employees to return to work, and, because their children are nearby, enable them to better focus on their work.



On-site daycare facility (Oto no Ie)

External Recognition

Yamaha Corporation has formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Through the advancement of this plan, the Company was able to receive “Kurumin” certification in 2008 and Platinum “Kurumin” certification* in 2016.

In 2018, Yamaha Corporate Services Corporation (then Yamaha Business Support Corporation) received “Kurumin” certification, and this company went on to earn Platinum “Kurumin” certification* in 2020.

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"> • Extension of childcare leave period, etc. • Implementation of more flexible reduced workhours for childcare system • Mandatory Group paid leave program, etc.
	Aug. 2014	<ul style="list-style-type: none"> • Work-life balance seminar • Implementation of All Go Home at the Same Time Day, etc.
Platinum "Kurumin"	Jun. 2016	<ul style="list-style-type: none"> • Encouragement of male employees to take paternity leave • Shortening of workhours, etc.



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

* "Kurumin" is a Ministry of Health, Labour and Welfare system for certifying companies based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Company action plans and performance are reviewed in accord with the Act for Measures to Support the Development of the Next Generation. Certified companies are allowed to display 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.

» External Recognition

Communication with Employees

Basic Policy

The Yamaha Group observes international treaties and regulations and practices respect for the rights of workers, including the rights to freedom of association, freedom of enrollment or nonenrollment in labor unions, collective bargaining, and peaceful assembly. Opportunities are provided for workers to engage in frank discussions with management without fear of discrimination, reprisal, coercion, or harassment, and labor and other agreements are respected. Furthermore, in exercising the Yamaha Philosophy, employees and management strive to achieve favorable relationships based on ample communication.

» 3-3 Favorable Employer-Employee Relationships

Labor-Management Dialogue

One of the policies contained in the Yamaha Group Policies is "maintenance and construction of a healthy labor-management relationship," and the Group conducts labor-management dialogues between management and the labor unions or employee associations set up in each Group company. At Group companies in Japan, labor-management council and liaison conference meetings are held regularly to discuss the status of operating results and labor affairs as well as business challenges. In addition, Group companies are aiming to improve work-life balance and create better work environments through the joint efforts of employees and management. At overseas Group companies, dialogues between employees and management are proceeding in accordance with the labor laws of each country. At Yamaha Corporation, joint management council meetings are held regularly so that critical management issues can be examined and discussed between labor and management. These meetings 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. The results of these discussions are communicated to employees through the reports issued by companies and labor unions. In addition, labor agreements stipulate that changes to business operations with the potential to materially impact employees, such as relocations stemming from organizational or position changes or staff reallocations, warrant prompt notification to labor unions or labor-management discussions. Labor union officials also participate in the running of systems that have a significant impact on employees, such as corporate pension funds, health insurance unions, the Mutual Aid Foundation, and employee stock ownership plans.

The Human Resources Division of the Yamaha Corporation monitors Group companies to ensure that labor and management communicate effectively with each other in accordance with the Yamaha Group Policies, and requests for corrective action are issued when needed. Furthermore, Education Guidelines for Labor and Labor-Management Relations have been established to ensure that the managers of Group companies and others in managerial positions properly understand the rights of workers and are able to build healthy and stable labor-management relationships. Education programs are monitored to confirm that managers are being trained in accordance with these guidelines.

Yamaha Corporation Labor and Management Conferences and Committee Meetings

Name	Frequency	Participants	Main topics
Joint Management Council	Twice per year (August and February)	Company: President, directors in charge of businesses (office head) Unions: Central Executive Committee	Companywide 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 (tentative settlement report 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 trends by division; reports on labor conditions
Allocation Committee	Twice per year (May and November)	Company: Human Resources Division (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raises and bonuses
Work-Life Balance (WLB) Promotion Committee	As necessary; reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Unions: Central Executive Committee	Measures for reducing long and late-night working hours, encouraging the acquisition of paid vacation days, constructing and improving systems to support work-life balance, and various other initiatives related to work-life balance

Note: In addition to the above, meetings of the Overseas Work Committee, discussions of annual operation schedules, report briefings on the business outlook for individual departments, and labor-management discussions on Company/division policies and on measures to address issues that come to light at union meetings are held.

Rate of Unionization^{*1,2}

(As of March 31, 2021)

Yamaha Corporation (includes employees seconded to other companies)	77%
Domestic Yamaha Group companies^{*3}	48%

^{*1} Managers are included in the calculated figures.

^{*2} The right to collective bargaining of labor unions is respected.

^{*3} Scope of statistics: Yamaha Music Japan Co., Ltd.; Yamaha Music Retailing Co., Ltd.; Yamaha Music Manufacturing Japan Corporation; Yamaha Fine Technologies Co., Ltd.; and Yamaha Corporate Services Corporation

Data by year is shown on the Social Data page.

[» Social Data](#)

Employee Engagement Surveys

In October 2020, surveys on employee engagement were administered to the approximately 6,700 employees of domestic Yamaha Group companies. The response rate was 96.9%. These surveys were designed to track metrics pertaining to organizations and employees and to identify issues so that this information could be used to energize organizations, improve employee motivation and workplace comfort, and ultimately spur the mutual growth of employees and the Company.

Questions pertaining to employee motivation assessed whether employees held pride in working for The Yamaha Group and felt that they were able to grow through their work. Questions pertaining to workplace comfort examined circumstances surrounding team relationships, cooperation with colleagues and supervisors, and organization openness. The findings of these surveys will be utilized going forward in order to shape ongoing initiatives for improving the Company and its organizations.

Labor–Management Communication

► Labor–Management Information Sharing and Exchanges

Yamaha Group companies promote communication with labor unions and employee associations in order to foster cultures of earnest, mutual understanding between labor and management. In Japan, we engage in labor–management information sharing and exchanges together with the Yamaha Union Conference,*⁴ which is formed by the labor unions and employee associations of domestic Group companies, through regular labor and management liaison meetings.

*⁴ The Yamaha Union Conference was established in September 1990. Along with deepening solidarity among members of the Yamaha Group, the conference works to further the development of organizations, create better working environments, improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives.

► Promotion of Employee Relations

As part of its employee relation activities, the Yamaha Group provides information via internal newsletters, its intranet, and signage. The Group magazine, which is issued and distributed by the Public Relations Division of Yamaha Corporation, offers swift notification of policies and strategies related to management and business activities. This magazine also covers topics from various departments and Group companies in order to share information across the entire Group. In China and Southeast Asia, where the Group positions production sites, regional internal newsletters are issued in Chinese and Indonesian. In addition to information on the Group as a whole, information on a range of initiatives, including operational improvement and health and safety activities at Group production companies, is provided to contribute to the mutual development and sense of oneness of Group companies. In fiscal 2021, a messenger app was utilized for providing information to employees as a one of our new initiatives for communicating amid the COVID-19 pandemic.

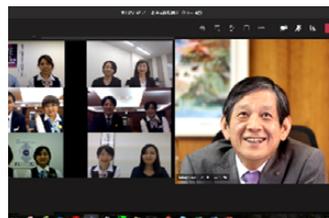
These information provision initiatives are complemented by efforts for invigorating internal communication and improving employee engagement. Examples of these efforts include global events held around the anniversary of the Company's founding and discussions between the president and employees held via online conference systems.



Y-onSITE intranet site



Yamaha Awards event for presenting awards from the president



Online conference between the president and employees



Regional internal newsletters

► Family Factory Tours

Yamaha Group production sites inside and outside of Japan hold family factory tours for employees' families. In addition to observing workplaces and production processes, these tours provide an opportunity for families to deepen their understanding and interest in the Yamaha Group through hands-on experience of the products manufactured at factories and through miniconcerts by employees themselves.



Company introductions and factory tours (Tianjin Yamaha Electronic Musical Instruments, Inc. (left) and Xiaoshan Yamaha Musical Instruments Co., Ltd. (right) in China)



Hands-on experience of manufactured products (PT. Yamaha Music Manufacturing Indonesia (left) and PT. Yamaha Indonesia (right) in Indonesia)



Health and Safety

Basic Policy and System for Health and Safety

► Basic Health and Safety Policy

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

Standards and Basic Policy for the Group Safety and Health Management Policies & 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.

Fiscal 2021 Action Plan and Targets

	Basic policies	Targets
Occupational safety	Prioritize health and safety over everything	<ul style="list-style-type: none"> • Zero accidents resulting in fatalities or casualties • Less than 54 total occupational accidents
Transportation accidents	Eliminate accidents largely attributable to negligence and practice defensive driving	<ul style="list-style-type: none"> • Zero serious accidents attributable to negligence during business activities • Less than 48 total transportation accidents
Health management	Improve health management and workplace environment to ensure safety in the workplace	<ul style="list-style-type: none"> • Regular health checkup rate consistently at 100%

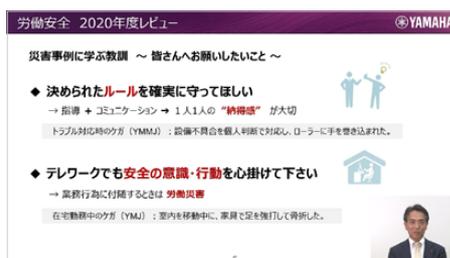
► Health and Safety Management System

At the Yamaha Group, the Industrial Safety and Health Committee is responsible for health and safety management at all Group companies. Overseen by a director and managing executive officer and comprised of representatives from business sites and major Group companies as well as the head industrial physician, the committee meets twice a year to receive progress reports on and review the Group's health and safety initiatives and to discuss and decide policies and action plans. In addition, at the start of each fiscal year in April, the Groupwide Health and Safety Convention is held. This convention is attended by approximately 500 people, including the president, other corporate officers (Company representatives), the heads of labor unions (labor union representatives), and representatives from various divisions and domestic and overseas Group companies. In fiscal 2021, videos presenting messages from the president and the heads of labor unions and activity overviews and policy explanations from the respective managers were distributed to all employees in an effort to share our commitment toward health and safety with a wider range of employees.

These messages emphasized the importance of health and safety in developing workplaces offering peace of mind in accordance with the basic policy of prioritizing health and safety over everything.



Video message from the president



Explanation of fiscal 2021 activities and fiscal 2022 policies from a business unit head

► Acquisition of Certification for Occupational Health and Safety Management System

The Group Safety and Health Management Policies & Rules defines our commitment toward maintaining the health and safety of all people connected with Yamaha business activities, and we are moving forward with the codification and standardization of the rules and activities necessary for fulfilling this commitment. Occupational health and safety management is practiced targeting everyone working at the Yamaha Group, including full-time employees, contract employees, dispatch employees, and subcontractors, and the Group is working to acquire certification for its occupational health and safety management system at musical instrument and audio equipment production sites. In addition, internal auditors are fostered through ongoing training so that these individuals can perform audits to assess whether the rules and activities stipulated by occupational health and safety management systems are being properly implemented. Currently, 60 such internal auditors are employed by the Yamaha Group.

ISO 45001-Certified Sites

- Yamaha Music Manufacturing Japan Corporation
- Hangzhou Yamaha Musical Instruments Co., Ltd.
- Yamaha Electronics (Suzhou) Co., Ltd.
- PT. Yamaha Music Manufacturing Indonesia
- PT. Yamaha Music Manufacturing Asia
- PT. Yamaha Musical Products Indonesia
- PT. Yamaha Musical Products Asia
- PT. Yamaha Electronics Manufacturing Indonesia

Note: Certification has been acquired for eight out of 14 musical instrument and audio equipment production sites (as of March 31, 2021).

Formal Labor Agreement Concerning Safety and Health

The formal labor agreement that Yamaha Corporation has with the labor union states 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 matters such as the Safety and Health Committee, dangerous and injurious work, medical examinations, and accident compensation.

Occupational Accidents Prevention Measures

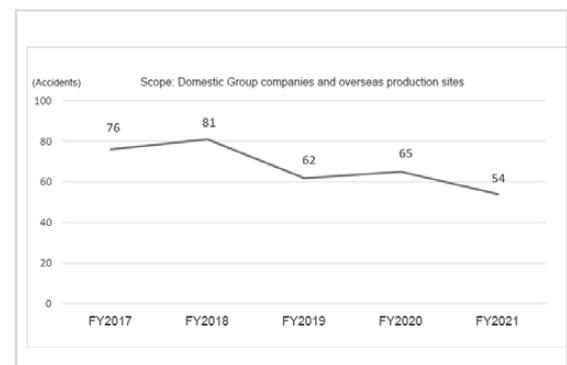
Potential injuries that may occur at the Yamaha Group include cuts and scratches as well as employees becoming clamped by or caught in factory equipment or machinery, falling, or being involved in other accidents. It is also possible that employees may suffer from poisoning, coniosis, lower back pain, cervicobrachial disorders, or other disorders as a result of coating, grinding, or polishing processes. In fiscal 2021, the number of occupational accidents at domestic Group companies and overseas production sites, which employ a total of approximately 28,000 people, was 54 (of which 30 required time off from work), and there were no fatalities.

Safety inspections of machinery and equipment are performed to help prevent occupational accidents at production sites and other Yamaha Group workplaces. The Group also conducts risk assessments, safety patrols, and self-directed health and safety diagnoses.*1 In addition, we are taking steps to improve workplace safety through facility and equipment inspections and chemical substance management while also performing health and safety training and drills for employees and establishing and implementing Group standard safety rules.

*1 Self-directed health and safety diagnoses entail self-evaluations looking at approximately 80 items to ascertain compliance status and guide self-improvement efforts.

Occupational Accidents

(Including accidents requiring time off from work)

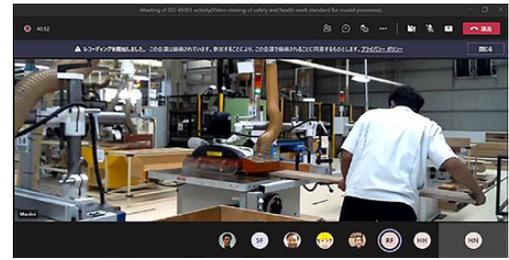


► Machinery and Equipment

The Yamaha Group requires that safety inspections be performed by inspection committee members prior to the start of operation of machinery or equipment newly introduced at production sites and of equipment that has been upgraded, renovated, or relocated. These inspections look for defective areas while also providing guidance regarding operating procedures, material processing methods, and handling of solvents and chemicals.

► Risk Assessments

The Yamaha Group positions risk assessments as an important practice for preventing workplace danger risks from actualization. Based on this recognition, the Group engages in activities to prevent occupational accidents. These activities focus on assessing risks with regard to work content and work environments while putting in place measures corresponding to the degree of risk. Currently, the Group is providing education on, and ensuring the implementation of, risk assessments at Group companies and production sites in Japan and overseas.



Remote risk assessment (PT. Yamaha Musical Products Asia)

► Safety Patrols

In addition to on-site surveys at ISO 45001-certified sites, safety patrols are conducted at Group companies under the guidance of the Human Resources Division of Yamaha Corporation, which oversees Groupwide health and safety management. Staff possessing expert techniques or certifications related to health and safety conduct checks of health and safety management structures and sites. The sites at which patrols will be conducted are selected over a cycle of a few years.

Patrol numbers are shown on the Social Data page.

» Social Data

Details of Safety Patrols

- Health and safety level checks based on a health and safety management analysis table (approximately 80 items focusing on the level of health and safety management systems, regulations, and standards)
- Workplace inspections to check health and safety measures and to correct and provide guidance on problematic areas

► Self-Directed Health and Safety Diagnoses

The Yamaha Group's non-production companies in Japan carry out self-directed health and safety diagnoses that focus on compliance with legal requirements and are based on the number of employees. Based on the results of diagnoses, Yamaha Corporation health and safety managers provide feedback and give support for improvement measures. In fiscal 2021, diagnoses were carried out at 52 sites.

Diagnosis numbers are shown on the Social Data page.

» Social Data

► Health and Safety Education

The Yamaha Group conducts health and safety education at the start of each fiscal year for new employees at Group companies in Japan in order to deepen their knowledge of health and safety, transportation safety, and health management. In fiscal 2021, these sessions spanned a total of around three hours (over three sessions) and were attended by 127 participants.

In addition, information exchange forums for safety staff are held at overseas production sites (in China and Indonesia) in order to share information on rules and activities and to facilitate standardization with this regard. In fiscal 2021, monthly discussions were held in China regarding matters such as progress in acquiring ISO 45001 certification, compensation for dangerous and injurious work, and the standardization of occupational accident prevention activities. Meanwhile, three discussion forums were held in Indonesia to share information on COVID-19 cases and infection prevention measures among work sites. In fiscal 2021, all meetings took place remotely for the purpose of preventing the spread of COVID-19 as we continued efforts to share information among work sites.



Remote information exchange forum (Indonesia)

► Production Site Facility and Equipment Safety Management

At production sites inside and outside Japan, Yamaha Corporation facility management personnel conduct facility safety surveys of production equipment to prevent accidents and disasters on-site and to improve safety levels. Furthermore, Yamaha Corporation regularly conducts evacuation drills and emergency response drills to prepare for disasters.



Facility safety survey in Indonesia

► Chemical Substance Management

In the production process, there are some tasks that require employees to handle chemicals with the potential to cause bodily harm. Accordingly, Yamaha Corporation is taking a number of measures to prevent illnesses, such as improving workplace environments and equipment, requiring that workers undergo legally mandated medical examinations, and supplying protective equipment. Additionally, training is provided to workers to enable them to wear protective equipment correctly. The Company is also conducting risk assessments of workplaces that handle chemical substances in order to mitigate the related risks.

In fiscal 2021, there were no occupational accidents associated with processes that entailed the handling of chemical substances.

► Establishment and Standardization of Rules

Yamaha Corporation has been systematically establishing safety rules relating to people and their surroundings, such as the expected attitude toward health and safety, a basic code of conduct, and equipment standards. These rules have been compiled into tools such as handbooks and portable cards to facilitate their implementation. We are currently working to translate each tool into multiple languages as we head toward the Groupwide rollout of the Group standard rules with the aim of improving the level of health and safety and eliminating any gaps in standards among Group companies.

Employee Health Promotion Initiatives

The Yamaha Group places the health of its employees and their families as its top priority. Employee health is linked to higher productivity and motivation and, consequently, to the energization of organizations. Based on this recognition, we implement various initiatives for promoting employee health. The president of Yamaha Corporation issued the Yamaha Group Health Declaration in 2018. The declaration guides us in promoting health management through health checkups, health guidance, mental healthcare, measures for helping employees stop smoking, and other initiatives for building safer and more comfortable workplaces.

Yamaha Group Health Declaration

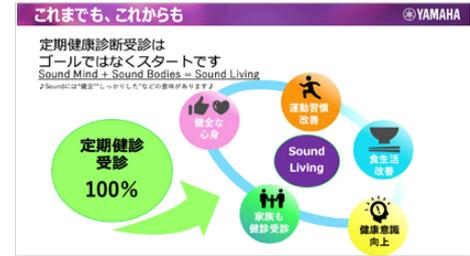
“Sound Minds + Sound Bodies = Sound Living”

- 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

▶ Health Checkups

In addition to diligently offering general health checkups, which are mandatory under Japanese law, the Yamaha Group uses health checkups as opportunities to try to prevent lifestyle- and work-related diseases based on the slogan of “regular health checkups are the start line, not the goal.” In March 2019, Yamaha Corporation began offering physical tests for those receiving health checkups in the area around the Yamaha Corporation headquarters in order to encourage employees to improve their daily habits (these tests were halted during fiscal 2021 in response to the COVID-19 pandemic). Additionally, we petitioned employees to help us meet our goal of achieving a 100% examination completion ratio for regular health checkups while also taking thorough follow-up measures based on checkup results. In fiscal 2021, Yamaha Corporation and the other domestic Yamaha Group companies had a 100% examination completion ratio, while an industrial physician made work category decisions^{*2} for 100% of cases for both Yamaha Corporation and the Yamaha Group.



^{*2} Work category decisions by industrial physicians are based on Article 66.4, 5 of the Industrial Safety and Health Act. In these decisions, the Company determines the work category for health checkups for eligible employees based on an industrial physician’s opinion.

▶ Mental Healthcare

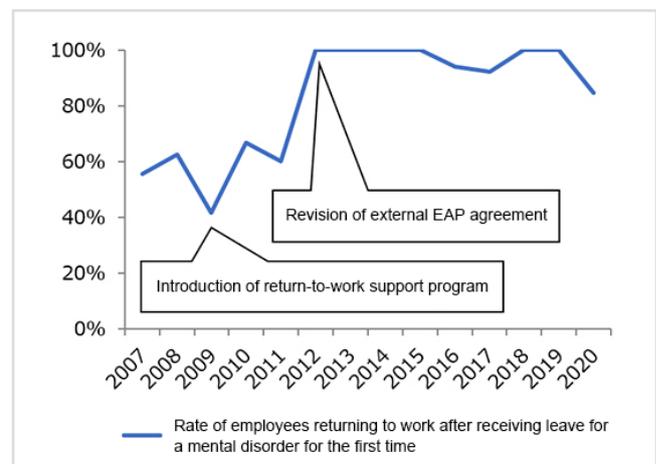
In order to maintain the mental health of its workers, Yamaha Corporation is taking steps toward disease prevention by promoting mental health activities based on the policies of Japan’s Ministry of Health, Labour and Welfare. Furthermore, a return-to-work support program was introduced in 2009 that connects industrial physicians, nurses, and contracted psychiatrists working in coordination with an external Employee Assistance Program (EAP)^{*3} counselor as a form of aid for leave-takers. Our external EAP agreement was revised in 2012, enabling us to maintain rates of more than 80% for employees returning to work after receiving leave for a mental disorder for the first time.

Major Initiatives

- Training for managers, supervisors, and new recruits from internal industrial physicians and counselors
- Return-to-work support program that connects occupational health and safety staff, supervisors, managers, and human resource personnel
- Mental health counseling desk staffed by psychiatrists and clinical psychologists from outside medical institutions
- Counseling desk provided by outside institutions through an external EAP

^{*3} An external EAP is an employee support program that utilizes external specialists to provide counseling to employees and their families for mental health issues, help employees return to the workplace after leave for mental disorder, and offer training to supervisors to promote healthy workplace environments within their divisions.

Rate of Employees Returning to Work after Receiving Leave for a Mental Disorder for the First Time (Yamaha Corporation)

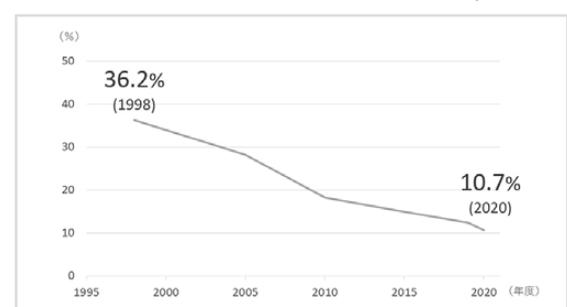


▶ Measures for Helping Employees Stop Smoking

Yamaha Corporation views encouraging employees to stop smoking as a top priority for protecting the health of employees. Since 1998, during health checkups, we have continued to advise employees to stop smoking. In April 2011, we prohibited smoking throughout Company premises during work hours, and smoking was completely prohibited on the premises of the Company’s headquarters in April 2020. As a result of these initiatives, the percentage of smokers among all employees declined from 36.2% in 1998 to 10.7% in 2020.

Ratio of Smokers among All Employees

(Yamaha Corporation)



* As of March 31 each year

The Yamaha Group is currently targeting further reductions in the ratio of smokers through means such as cutting back on the number of smoking areas inside work premises, thereby preventing passive smoking, and offering ongoing individual support for quitting smoking. These efforts are oriented toward accomplishing Goal 3 of the United Nations Sustainable Development Goals (SDGs): “Ensure healthy lives and promote well-being for all at all ages.”

These efforts are being extended to domestic Group companies, and we plan to completely prohibit smoking on the premises of all domestic Group companies in April 2022. As one facet of these efforts, we take part in the annual World No Tobacco Day campaign spearheaded by the World Health Organization on May 31 of each year. During this campaign, we encourage employees to go one day, including before and after work and during breaks, without smoking as the first step toward quitting smoking completely and provide opportunities to think about personnel health and how to build a more comfortable workplace environment.

Data on the ratio of smokers including Group companies is shown on the Social Data page.

[» Social Data](#)



The Yamaha Group's smoke-free slogan

► Measures for Preventing Spread of Infectious Diseases

Preventing the spread of infectious diseases that can have a significant social and economic impact, such as HIV and AIDS, tuberculosis, and malaria, is a global issue. Recognizing the importance of this issue, Yamaha Group production sites in Southeast Asia are practicing effective hygiene management in workplaces, cafeterias, and break spaces while also taking environment-related steps such as pest extermination. In addition, notification of the infectious disease risks of the relevant areas is provided to employees going on overseas business trips as well as to employees stationed overseas and their families, and immunizations for hepatitis A, hepatitis B, tetanus, rabies, and measles and other prevention measures are recommended prior to departure from Japan.

In fiscal 2021, the Yamaha Group took swift action to combat the COVID-19 pandemic by restricting overseas business trips, promoting teleworking, and implementing other safeguards. Moreover, information provision and awareness-raising campaigns regarding basic infection prevention methods were advanced by industrial physicians, and alcohol sanitization stations using Yamaha products were developed and installed. These activities and the relevant information were shared with domestic and overseas Group via the intranet to encourage global action as a united “One Yamaha.”

[» Risk Management](#)



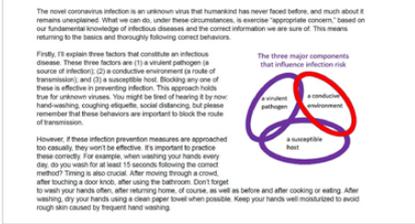
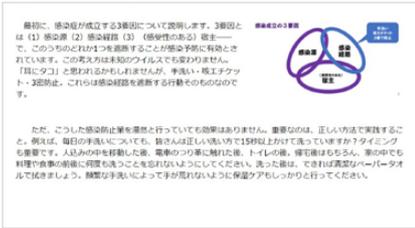
Air curtains for preventing entry by insects



Pest extermination being conducted on Company premises



Cafeteria partitions for preventing infection via airborne droplets



Some articles provided in Japan were translated into English to be supplied to overseas Group companies.



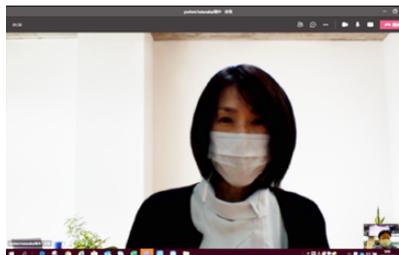
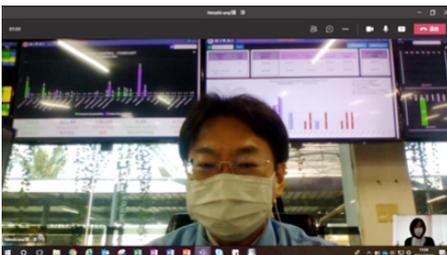
Alcohol hand sanitization awareness poster



Guam importer holding bottle stand made using hi-hat stand

► Health Support for Employees Stationed Abroad

In fiscal 2021, employees stationed abroad were forced to endure unprecedented conditions as their actions were restricted by the COVID-19 pandemic. Staff who were unable to return to Japan were provided access to online consultations with health staff to help alleviate the physical and mental burden placed on them by the prolonged restrictions.



Online consultation with a Yamaha Corporation industrial physician by an employee stationed abroad (PT. Yamaha Musical Products Indonesia)

Measures for Ensuring the Safety of Employees Stationed/Traveling Overseas

The Yamaha Group believes that the safety of employees is paramount and is taking various steps to safeguard employees stationed or traveling overseas from the perspectives of accident and incident prevention and emergency response.

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. This information 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 overseas business trips for the first time, an orientation is held that covers safety education, including basic knowledge and measures for handling emergencies while abroad.

Note: In fiscal 2021, overseas business trips were prohibited in response to the COVID-19 pandemic. Accordingly, the scheduled six orientation sessions for employees going on overseas business trips were canceled as there were no employees embarking on such trips.

Fiscal 2021 Training Activities

Content	Target	Number of sessions	Number of participants
Training prior to assignment overseas	Employees	13	48
	Employees' families	5	23
Overseas business trip orientation	Employees such as those going on an overseas business trip for the first time	0	0

External Recognition

► Certification as White 500 in 2021 Certified Health & Productivity Management Organization Recognition Program

In March 2021, Yamaha Corporation and Yamaha Corporate Services Corporation were recognized under the large enterprise category of the Certified Health & Productivity Management Organization Recognition Program, organized by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi. Through this program, companies that are advancing strategic initiatives from the perspective of employee health management are certified based on the results of health and productivity management surveys performed by METI. Yamaha Corporation's receipt of this honor was a reflection of the high evaluation of the Group's employee health management initiatives, including performing regular health checkups, promoting good mental health, and implementing measures to prevent passive smoking.



» External Recognition

Human Resource Development

Basic Policy

The Yamaha Group believes that diversity in human resources is a major contributor to the creation of new value. In accordance with this belief, we provide opportunities for skill and career development to all human resources fairly and without discrimination. Under the concept of supporting highly motivated employees who wish to fulfill their roles and aim to make constant progress, the Group supports all employees in exercising their talents to the fullest and developing professionally while working toward self-fulfillment.

Education and Training Programs

The Yamaha Group works to create an education and training system that is equally focused on skill improvement and career development as the basis for the development of globally successful human resources. At the same time, training programs are tailored to specific objectives and groups of employees.

In fiscal 2021, a smooth shift toward online alternatives for the Group's various training programs was undertaken in light of the COVID-19 pandemic. For example, training for new employees entering the Group, which took place in April 2020, during the period of Japan's first state-of-emergency declaration, was conducted via online training sessions using Yamaha speakerphones, as opposed to the traditional face-to-face trainings.

In addition, as it became urgently important to promote the new workstyle of teleworking, all managers underwent telework management training to ensure that they could manage effectively through smooth work communication even in teleworking settings.

Fiscal 2021 Training Statistics

(Yamaha Corporation)

Total number of days of training		253
Average annual training hours per person	Male employees	21
	Female employees	21

Major Training and Education Programs and Implementation Status

(Fiscal 2021)

Name	Target/Content	Annual participants	Training hours per person	Number of days per year*1
Training by hierarchical levels	Improvement of individual skills based on career stages (includes new employee training)	754	—	253
Yamaha Global Management Program (Selective training)*2	Cultivation of managers (domestic and overseas site managers, supervisors, etc.)	12	5 days	
Skill/passion management program	Acquisition of situational leadership skills (for managers)	330 participants in follow-up program	2 (online)	10
		103 new participants	6 (online)	5
Yamaha Advanced Skill School	Development of domestic production site supervisors	26	39 days	39
Yamaha Technology Training School	Development of core domestic production site workers	Held every other year (not held in fiscal 2021)	—	—
From-to Program	Transmission of core musical instrument manufacturing techniques	19	—	—
Function-specific training	Language skills improvement (GAME) program, technical academy programs, technology seminars	358 participants in GAME program	—	—
		166 participants in technical academy programs and technology seminars	—	95
Study abroad/ language learning programs*3	Study abroad programs for acquiring or improving foreign-language skills	2 participant dispatched within Japan	—	—
Yamaha Business School	Support for self-driven learning efforts of employees (distance learning)	340	—	—
Second Life Preparatory Seminar	Provision of opportunities and information for employees two years prior to mandatory retirement to encourage contemplation regarding life after retirement	93	1 day	3
Open TOEIC tests held on Company premises	Widely recognized English-language skill tests, held at four Company sites	Aggregate of 403 participants in on-site and online tests	—	2 online tests 0 on-site tests
Seminars for supervisors with subordinates on childcare leave	Training to support the growth of subordinates returning from childcare leave	36	1 day	2
Seminars for employees returning from childcare leave	Seminars for supporting the smooth return to work and career development of employees returning from childcare leave	30	1 day	3

*1 Aggregate number of days

*2 Launched in February 2020

*3 Changed to domestic training due to the COVID-19 pandemic

Development of Management Personnel

The Yamaha Group's basic policy is to provide all employees equal access to opportunities to develop their skills and careers. This policy shapes our efforts to develop the management personnel who form the backbone of business activities.

In Japan, training is organized by hierarchical levels to provide personnel with the ability to develop their skills as appropriate given their career stage. Management personnel are also given the opportunity to develop their skills through their work. In addition, Group human resource development guidelines have been established to facilitate systematic human resource development activities at Group companies. Furthermore, locally hired overseas staff may be selected to participate in global selective training as part of a systematic approach toward fostering individuals capable of supporting global management.

Fostering of Human Resources to Support Manufacturing

With the goal of improving upon its "Made in Yamaha" quality, the Yamaha Group is clarifying the roles and functions of each of its production sites while also fostering human resources that can support the manufacturing activities at these sites.

Plants in Japan are positioned as bases for manufacturing high-value-added products. At these sites, we focus on cultivating human resources that can support the development of competitive manufacturing technologies and on transmitting the core skills required to manufacture musical instruments to new employees. Meanwhile, technicians and supervisors from Japan are dispatched to plants in China, Indonesia, Malaysia, and India to help cultivate personnel at these sites based on the core manufacturing technologies developed in Japan. In addition, shared, rank-based manufacturing training programs are implemented to foster core human resources at these plants to strengthen their foundations as production sites delivering the same high level of quality provided by bases in Japan.

Cultivation of Human Resources for Core Positions

The Yamaha Group appoints locally hired employees from business sites around the world to important posts. In addition, core management positions are managed in an integrated, global manner to facilitate the cultivation of human resources for core positions, including future managers. We are also developing frameworks for promoting succession planning for this purpose. In fiscal 2019, uniform Group standards (global grading system) were implemented to allow for integrated management of core positions, and the requirements for candidates meeting these standards were defined. In accordance with these provisions, initiatives are being advanced based on the following four themes and human resource development programs are being advanced for various fields.

1. Integrated Management of Human Resources for Core Positions
Development and implementation of talent management systems for tracking and managing human resources for core positions (current position holders and successor candidates)
2. Positioning and Cultivation of Human Resources for Core Positions
Ideal positioning and cultivation of human resources from Groupwide optimization perspective not bound by restrictions such as country of birth or current company
3. Assessment and Compensation
Establishment of balanced, uniform Groupwide assessment standards and compensation frameworks to facilitate recruitment and retention of talented human resources
4. Development and Succession Planning
Formulation and implementation of succession plans

Support for Employee Development through Regular Face-to-Face Meetings

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

At Yamaha Corporation, training programs for junior employees include meetings with human resource representatives held during employees' second, fourth, and sixth years for the purpose of confirming their degree of growth in comparison with targets and their career plans and sharing opinions. The Group provides comprehensive support to all employees to cultivate the fundamental business skills necessary, to heighten motivation, and to alleviate work-related concerns.

Furthermore, in order to ensure that these meetings are conducive to fair evaluations and effective support for employee growth, the Group carries out evaluator training for the managers who conduct meetings as well as mentor training for the employees who will be responsible for providing on-the-job training.