

We are working to create an environment that enables employees with unique personalities and diverse backgrounds to fully demonstrate their sensibilities and creativity. At the same time, by building and promoting a global human resources management structure, which includes cultivating and developing personnel, we are contributing to sustainable corporate value improvement.

Masato Takai

Operating Officer, Executive General Manager of Human Resources and General Administration Unit



Basic Policy

Yamaha's human resources are the source of corporate value creation and the driving force behind sustainable growth.

Accordingly, we are promoting human resources development programs that enable all our diverse employees to fully leverage their talents and express themselves freely, regardless of race, nationality, gender, and other characteristics. These programs also help our human resources achieve growth as professionals. In addition, to ensure that life events such as giving birth, raising children, or providing nursing care do not impede on the career development of our employees, we are providing support to help our employees achieve a work-life balance. In these ways, we are creating an environment where employees can work with a high level of enthusiasm.

Human resources are the most important resource for a company. Accordingly, we in the Human Resources Division recognize our responsibility and duty to create a corporate culture that boosts the motivation of our employees and allows them to demonstrate their talents to the greatest extent possible.

Our Vision

Allocate the right personnel in the right location on a global basis, regardless of race, nationality, gender, or age. Work to fully leverage

the capabilities of our human resources by finding the best organization for each employee to belong to and improving individual motivation and fulfillment.

Give consideration to sustainability globally in the human resources domain, including respect for human rights, communication between employees and management, and workplace safety. Ensure that all employees dedicate themselves to creating value while working with peace of mind

Results under the Previous Medium-Term Management Plan NEXT STAGE 12 and Initiatives Going Forward

Global Human Resources Management and Development

Up until now, we have been operating human resource systems, including human resources management and development, on an individual Group company basis. However, for core personnel positions, we plan on developing managers and key human resources for the next generation through global human resources management and the promotion of succession plans.

We also aim to leverage the potential of each employee to the greatest extent possible by allocating and developing personnel based on information pertaining to global human resources.

Under the concept of supporting highly motivated employees who wish to fulfill their responsibilities and aim to make constant progress, we are working 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 succeed globally. At the same time, each training program implemented is tailored to a specific objective and group of employees.

Promotion of Diversity and Inclusion

We believe that the diversity of people who differ in age, gender, sexual orientation, gender identity, disability, nationality, race, culture, values, lifestyle, and career background is the source of new value creation. Yamaha also seeks to further strengthen, grow, and develop its corporate competitiveness by respecting and utilizing each individuality.

In particular, we are striving to create an environment in which women can excel and establish various systems that helps support a work-life balance. As of the end of fiscal 2019, the average number of years of continuous employment for both male and female employees was nearly equal, at approximately 20 years (19.3 years for male employees and 19.9 years for female employees) (see page 15). Furthermore, in 2017, we appointed our first female director (outside), and in 2019, we appointed our first female operating officer. Going forward, by increasing the number of opportunities for skills development, including through the female managerial candidate selection and development program, we will actively promote efforts to expand the career scope for our female employees.

Promotion of a Work-Life Balance

We are pursuing work-life balance initiatives through such means as establishing the Work-Life Balance Promotion Committee, which is jointly run by labor and management, shortening overall working hours, and creating and enhancing work-life balance support systems. As part of our efforts to reduce overall working hours, we established guidelines for overtime in order to prevent long working hours and excessive work. In addition to annual paid leave days, we developed a system for assorted types of leave, including special holidays given every time an employee has worked for five consecutive years, with the aim of

supporting major life events of our employees and respecting their private lives.

Additionally, to establish win-win relationships between the Company and its employees, or in other words, to improve employee fulfillment and mutual productivity, we are moving forward with workstyle reforms. For example, we have implemented teleworking aimed at increasing employee fulfillment in their work and ensuring that employees with work-hour restrictions are able to maximize their abilities. We have also adopted a flextime system that allows employees to work shorter hours. Furthermore, we are conducting leadership skills training with a view to improving communication between employees and their supervisors. In this manner, we are making earnest efforts to reform our work styles.



Platinum Kurumin certification mark based on Act on Advancement of Measures to Support Raising Next-Generation Children



Yamaha Corporation included in the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the third consecutive year

Establishment of In-House Childcare Facility

In August 2019, Yamaha Corporation established an in-house childcare facility (*Oto no Ie*, which literally translates to House of Sound). At Yamaha, nearly all female employees who have given birth have taken childcare leave, with a total of 95 male employees making use of this leave as well (as of March 31, 2019). By establishing this in-house childcare facility, we have made it easier for our employees on childcare leave to return to work and are providing these employees with peace of mind knowing that their children are nearby. In these ways, this facility helps realize a work environment that allows employees to better focus on their job.



Basic Approach to Diversity and Inclusion

