



# Human Resource Utilization

In order to bring out the full potential of our diverse human resources and variety of talents, we engage in various diversity promoting activities. Also, through realizing work-life balance, etc., we are furnishing pleasant working environments while valuing the individuality of the employees.

## Promotion of Diversity

As part of its long-term business plan Vision 2025, Yaskawa is performing various activities under the theme of promoting diversity (human resources diversity) to create a corporate culture that can bring out the strengths of the diverse human resources.

### • Basic Policy for Diversity Promotion

We established the Diversity Management Division led by the president in September 2014 to deploy diversity promotion measures with the following three missions.

#### Missions of the Diversity Management Division

1. To construct a corporate constitution strong against environmental changes by adopting and fostering human resources with diverse values and ways of thinking.
2. To incorporate diverse opinions and viewpoints to create a corporate culture where innovation arises as a matter of course.
3. To realize a satisfying working environment by eliminating all factors of discrimination and respecting the individuality of employees.

### • Status of Engagement in FY2016

Yaskawa is promoting vigorous challenges through initiatives such as its "K30 promotion activities" (increasing the business efficiency by 30%) and supporting performance by diverse human resources. Amid these efforts, projects are being produced across conventional frameworks of work and spanning different departments and divisions to also serve as an avenue for the development of human resources. In outlining visions of how venues for women to thrive should exist, we also conducted internal study activities on matters such as where our positions exist that are likely for women to thrive and whether there are duties that are oriented for males and females. Based on the results, we are attempting to achieve an action plan based on the act on promotion of women's participation and advancement in the workplace. We are making efforts to bring reform to our corporate culture as we aim to become a company where people can balance their personal lives and their work while striving to further their careers.

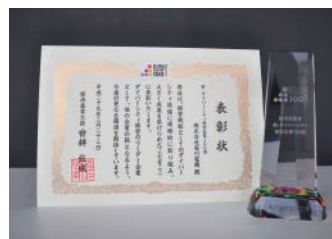
We are also continuing to hold girls' days for junior high school students and accepting high school students (super science high schools) for hands-on learning experiences with the intention of prompting their interest in work in the field of science and technology.

### • Status of Progress on Action Plan based on the act on promotion of women's participation and advancement in the workplace

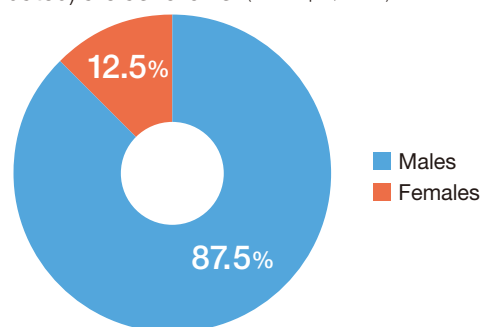
A year since the establishment of our action plan, we are producing steady results on the areas of work for women and their increased hiring. There are slight increases in the ratio of female managers and we intend to continue to focus our attention on supporting their careers.

### • Results for FY2016

Yaskawa won the New Diversity Management Selection 100 Project in FY2016 hosted by the Ministry of Economy, Trade and Industry.



Full-time employee gender data of Yaskawa Electric (unconsolidated) are as follows. (as of April, 2017)



	The number of full-time employee	Avg. Age*	Avg. Number of Years in Employment*
Females	350	40.3	16.6
Males	2,443	41.7	17.7
Total	2,793	41.5	17.5

\*: Excluding executives, consignments and senior staff

	Managerial position	Assistant manager	Total
Females	5(0.8%)	20(2.6%)	25
Males	587(99.2%)	744(97.4%)	1,331
Total	592	764	1,356

## Realizing a Satisfying Working Environment

### ● Concept for Initiatives for Work-Life Management

In line with changes in economic conditions and the way that society exists, it is indispensable for the mid- to long-term development of our company that each and every one of our diverse employees performs to the maximum of their abilities. For that purpose as well, we are making changes to a productive and lively way to work as well as manage the balance between work and our personal lives as we aim to realize a workplace environment where people can work with security.

#### Envisioned image

- ✓ Mid- to long-term growth of the company
- ✓ Enrichment in the personal lives of employees

- Promoting and maintaining health
- A corporate culture that is accepting of diverse values and lifestyles
- The use of pastimes (Self-enlightenment, social contributions)



- Human resources development
- Support and evaluation of people who make challenges and fulfill their objectives
- Aggressive appointments and promotions for employees with passion
- Reform awareness and actions
- Improvements in labor productivity per hour
- Lively ways to work

### ● Improvements to the Support System for Childcare and Nursing Care

As of FY2017, Yaskawa has introduced a system in which employees are able to obtain accrued vacation days by the hour, work at home, or take leave when their spouses are relocated overseas. The company has increased the options for work methods and supports a balance between childcare, nursing care and work.

### ● Initiatives for ES Questionnaires

As of FY2016, an ES (employee satisfaction) surveys have been conducted each month. Through the questionnaire, the company is seeking to measure employee understanding of the company's initiatives and their penetration level as well as resolve issues faced by employees as it aims to nurture a corporate culture where all employees and management are united as one in proceeding toward the achievement of its Vision 2025 and its mid-term business plan.

## Human Resources Development

The basic policy of the company is to offer venues for employees to make challenges and to develop through communication to encourage growing and fostering to nurture individuals who have the passion to contribute to global business.

### ● Interactive Gatherings with the Management

Yaskawa is making company-wide efforts to promote a unique style of individual development with emphasis on direct dialogue (interactive gatherings) with management. The company president took the reins for promoting the development of Yaskawa employees and is making efforts to improve human resources development while expanding the circle of communication with employees and embracing the motto to develop individuals who will take on the future of Yaskawa Electric as it evolves. Through interactive dialogue, the company is improving the motivation among participants and strengthening the development of people who make challenges.



### Passion of President Ogasawara

Nurturing individuals who can change any situation into an opportunity and perform to his or her fullest abilities!

Creating a Yaskawa Electric that is true to its style of evolving while continuing to contribute to customer value!

Making a Yaskawa Group that is rich with diversity and is able to hold dialogue with society!

### ● Early-Stage Development of Young Resources

Yaskawa Electric is pushing forward its human resources development envisioning as its desired image of a young employee (less than five years with the company) a person who thinks logically and communicates appropriately to the other party.

Specifically, it is strengthening the abilities to think, to communicate, and to express through the following training:

- QC Training
- Logical Writing Training
- Presentation Training

It is also implementing measures that will tie in to the development of employees who are providing the training under its concept to encourage growing and fostering.

- Brother-sister system
- Career plan presentation events
- Reporting on assigned reading

Through these measures, Yaskawa is conducting initiatives so each individual will be able to perform to their full-est ability in business situations.