

HUMAN CAPITAL

Positioning of Human Capital in Management

Based on its management principle, the Yaskawa Group aims to improve productivity and achieve sustainable development by securing, developing, and optimally

allocating human resources who can contribute to the development of society and the welfare of humankind through the execution of business.

Human Resources Philosophy

The Yaskawa Group has established its Human Resources Philosophy, which describes the basic concept for the Yaskawa Group's human resources and personnel systems.

Expectations for human resources

Since its founding, Yaskawa Electric has continued to anticipate the needs of the times and take on new challenges. We are looking for people who are professional and keep challenging new things while cooperating with others without fear of failure.

Human resource development

We will provide opportunities for employees to take on challenges and grow so that each employee can realize his or her own goals. Through self-development, OJL and OFF-JL, we develop human resources who can contribute to global business expansion beyond cultural, customary and linguistic barriers.

Creation of work environments

We will do our utmost to create a work environment in which employees can spend their daily work in good physical and mental health. We will eliminate all forms of discrimination in the workplace environment and work to prevent harassment. In addition, in order to promote work-life balance, we are implementing initiatives and building various systems to realize a variety of working styles.

Evaluation and Compensation

Through regular communications, we clarify the roles that each employee is expected to play. We will enhance transparency by creating a system in which people who work hard and achieve results are evaluated and disclosing information on evaluation standards. The results achieved are evaluated in a fair manner through consultation and fair compensation and promotion.

KPIs for Mid-Term Business Plan Targets and Roadmap toward Achievement

Challenge 25 Targets	KPI (FY2021)	FY2018 Results
Reform personnel system with emphasis on employee job satisfaction	Percentage of employees who feel rewarding to work* 80% or more	Percentage of employees who feel rewarding to work* 78% (As of December 2018)
Empower highly diverse human resources	① Female percentage of those applying for employment Compared to the FY2018 level Secure at least 125%	① Female percentage of those applying for employment 20% (Those who graduated in 2019 / hired in 2018)
	② Percentage of female employees who are willing to become managers* 23% or more	② Percentage of female employees who are willing to become managers* 19% (As of July 2018)
	③ Penetration among employees about promotion of human resource diversity* 70% or more	③ Penetration among employees about promotion of human resource diversity* 53% (As of December 2018)

* Rate of affirmative answers on employee questionnaire

Approach to "Reform personnel system with emphasis on employee job satisfaction"

In order to achieve Vision 2025, we have identified the people we are looking for as (1) human resources capable of thinking on their own and taking on new challenges and activities, (2) people who can compete and win globally, and (3) human resources that respect diversity, and pull, bind and support organizations and human resources, and are taking the following measures.

- Review of the personnel and evaluation systems for managers in order to evaluate the performance of their work in a fair and digital manner and to provide them with a balanced compensation system that emphasizes the results.
- Introduction of a work area restriction system and a teleworking system to allow employees to work in a variety of ways and to fairly evaluate and treat their work in a way that suits each individual.
- Providing opportunities for motivated employees and encourage their voluntary growth based on the principle of competition, unifying qualifications for career-track, and revising systems for career paths and promotion.
- Measure employee satisfaction using employee questionnaire and review personnel system based on impact factors

As mentioned above, we will work to strengthen our organizational and human resources capabilities in light of the organization and human resources required to achieve Vision 2025 and the changes in external environment.

Approach to "Empower highly diverse human resources"

In order to achieve Vision 2025, we have been promoting diversity since the second half of 2014 and have been working on creating a corporate culture that utilizes the strengths of diverse human resources.

As part of these efforts, we have set targets for the allocation, hiring, and promotion to managerial positions over the past three years based on the Act on the Promotion of Women's Participation and Advancement. However, we were unable to achieve the targets for the recruitment and promotion to managerial positions. Accordingly, we have decided to review our recruitment strategy and enhance support for the career development of female employees in order to realize the Second Action Plan.

Approach to achieving the Second Action Plan

- To strengthen recruitment, we will focus on women in the technical field and take part in school visits and events to appeal to comfortable working environment and job satisfaction for women to increase the number of female

job applications. We also conduct career education for middle and high school students from a medium- to long-term perspective.



An experience-based event "Girl's Day" was held for female junior high school students to introduce the work environment of science and the manufacturing.



Robot operation training at "Girl's Day".

- With regard to promotion to managerial positions, we first place importance on the formation of a population, and in an effort to increase the number of people who are willing to become managers, we provide career support by sending employees to seminars and training courses to help them develop awareness and acquire skills.
- In order to promote diversity (foreigners, persons with disabilities, caretakers, etc.) not only among women, we will plan various events, carry out internal publicity, and raise awareness, while giving due consideration to workplace issues, in order to promote initiatives that contribute to securing diverse human resources.



Intranet-based internal communication activities.