

# Create a Rewarding Workplace and Human Resource Development

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**YASKAWA ELECTRIC CORPORATION**

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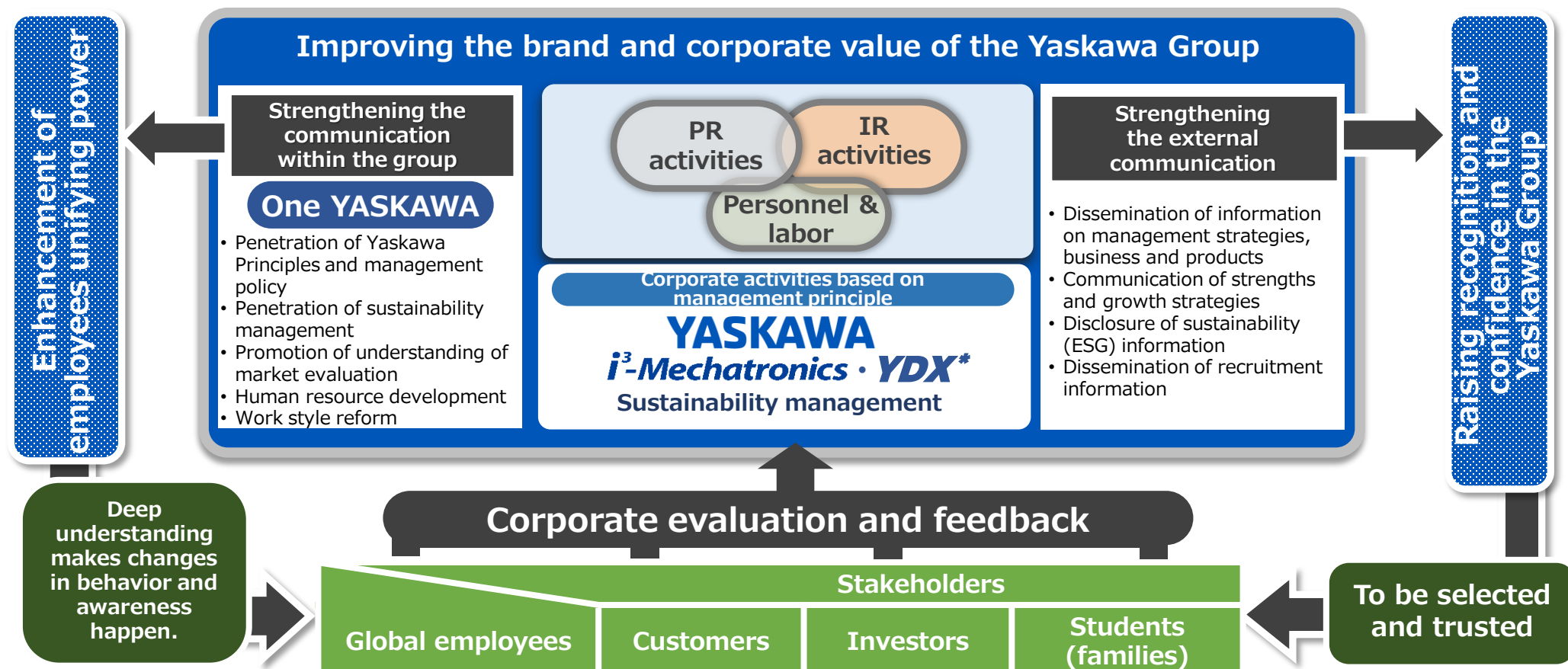
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## **1. Mission of the Corporate Branding Division**

**Vision of the Corporate Branding Division**

# Vision of the Corporate Branding Division

- Based on the idea that “each employee shapes the Yaskawa brand,” the organizations of HR, labor, public relations, and investor relations have been integrated since FY2023.
- Contribute to the improvement of the brand and corporate value of the Yaskawa Group by enhancing the unifying power of the employees and the recognition and confidence of our stakeholders in Yaskawa Group.



\*It stands for YASKAWA Digital Transformation. The first phase, YDX-I, involved data centralization, business reform, and management visualization. YDX-II involves creating value for customers from a product and service perspective.

## **2. Human Resources Strategy for Realizing “Vision 2025”**

**Overall Human Resources Strategy**

**Major Measures and Results in FY2023**

**Penetration of Yaskawa Principles and its Aim**

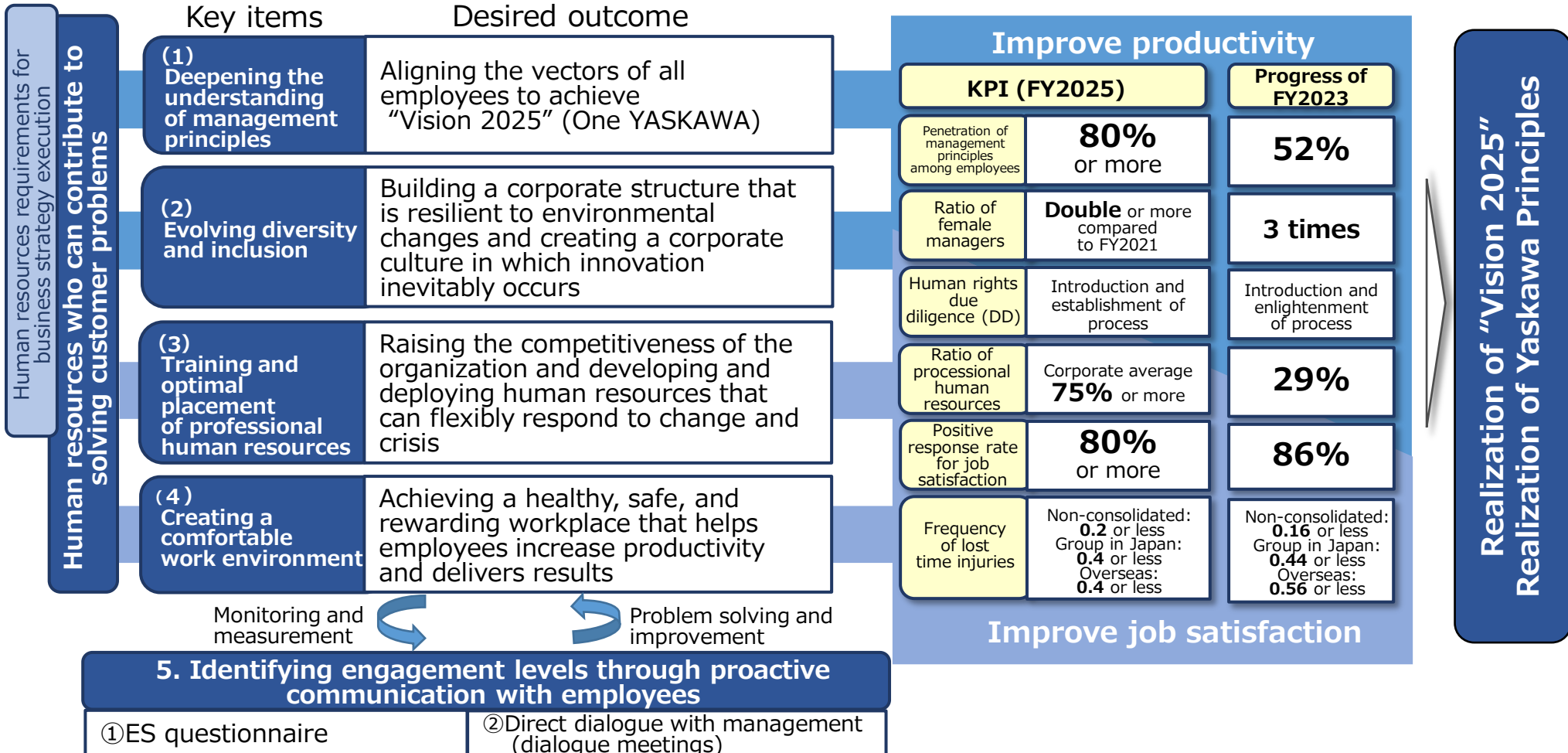
**Activities to Penetrate Yaskawa Principles in the Yaskawa Group**

**Measures for Work Style Reform**

**Proactive Communication with Employees**

# Overall Human Resources Strategy

- In order to realize “Vision 2025,” we focus on four key items.
- Quickly reflecting the feedback from employees in the improvement of human resources measures and accelerating the improvement of productivity and job satisfaction through proactive communication with employees



# Major Measures and Results in FY2023

Key Items	Measures	Results
<b>( 1 ) Deepening the understanding of Yaskawa Principles</b>	<ul style="list-style-type: none"> <li>① Implementation of Yaskawa Principles education globally</li> <li>② Preparation of materials for Yaskawa Principles enlightenment</li> </ul>	<ul style="list-style-type: none"> <li>① Participation of a total of 1,400 managers (9 companies in Japan, 3 companies overseas)</li> <li>② Creation and distribution of Yaskawa Principles cards</li> </ul>
<b>( 2 ) Evolving diversity and inclusion</b>	<ul style="list-style-type: none"> <li>① Promotion of women's participation</li> <li>② Unconscious bias educational activities</li> <li>③ Promotion of experienced professionals</li> </ul>	<ul style="list-style-type: none"> <li>① 20% hiring quota, leader training</li> <li>② Position-specific training, e-learning</li> <li>③ Strengthen recruitment, promotion to managerial positions</li> </ul>
<b>( 3 ) Training and optimal placement of professional human resources</b>	<ul style="list-style-type: none"> <li>① Career support</li> <li>② Development of next generation management personnel</li> <li>③ Fair evaluation and compensation system for contribution</li> </ul>	<ul style="list-style-type: none"> <li>① Promote use of the FA system</li> <li>② Training to strengthen managerial skills</li> <li>③ Review of medium- to long-term compensation system</li> </ul>
<b>( 4 ) Creating a comfortable work environment</b>	<ul style="list-style-type: none"> <li>① Promotion of work style using ICT</li> <li>② Introduction of shorter working hours/days systems</li> <li>③ Disaster prevention activities and employee health support</li> </ul>	<ul style="list-style-type: none"> <li>① Visualization of attendance management data</li> <li>② Adoption to re-employed staffs</li> <li>③ Health improvement training</li> </ul>

# Penetration of Yaskawa Principles and its Aim

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## Penetration of Yaskawa principles



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graph TD; A[Penetration of Yaskawa principles] --> B[Employee behavior based on the principles  
Shared aspiration to create good "products"]; B --> C[Be selected by customers and  
provide "products" that contribute to their "benefits"]; C --> D[Keep creating new fans  
Contribute to sustainable growth and social development]; D --> E[Build a strong and indispensable company];
```

Employee behavior based on the principles  
Shared aspiration to create good “products”

Be selected by customers and  
provide “products” that contribute to their “benefits”

Keep creating new fans  
Contribute to sustainable growth and social development

## Build a strong and indispensable company

# Activities to Penetrate Yaskawa Principles in the Yaskawa Group

1. Employees' high-level understanding of the company

2. Increasing sense of belonging and motivation

3. Changes in awareness and behavior for work



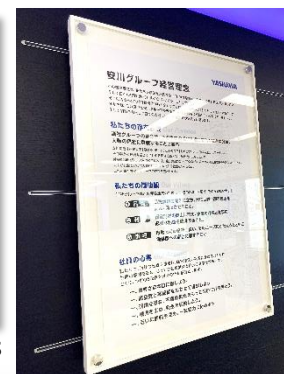
Cultivation of  
**One Yaskawa**

**Material development and information dissemination to "know" the principles**

- Increase of materials that enable understanding of Yaskawa Principles
- Translation of Yaskawa Principles, history, and DNA into multiple languages
- Enhancing dissemination of information through intranet portal and internal newsletters



Distribution of Yaskawa Principles cards to employees



Display posters at workplaces

**Creation of opportunities to "learn" the principles**

- Accelerate deployment to major sites in Japan and overseas
  - Regular implementation of Principles education for group employees
    - 2022: General managers
    - 2023: Section managers and managers in group companies
    - 2024: All employees (planned)
- [Contents]  
Lecture of Yaskawa Principles (90 minutes)  
Group work (30 minutes)



Yaskawa Principles education (Yaskawa America)

**Providing opportunities and establishing a system to practice principles**



# Measures for Work Style Reform

By clarifying the roles and duties of each employee, and by evaluating and treating results fairly, improve employee satisfaction, and create a virtuous cycle of creation of rewarding work environment and the enhanced company's competitiveness

## A. Management



### Development of a mechanism to clarify the roles and duties of each individual

Clarification of the mission of roles and duties (expected results)

## B. System



### Establishment of a treatment system that is fair to results

Review of the compensation system, reemployment system, and retirement benefit system

## Work style reform

Awareness change  
+  
Operation change

## C. Tools and Environment (YDX)



### Introduction of new work style using ICT

(Visualization of daily plans and results)

Review of personnel system and daily report management system

# Proactive Communication with Employees

- Constant monitoring through active communication with employees
- Quickly reflect improvements in personnel measures to improve productivity and satisfaction

## Questionnaire

- Conduct registered questionnaire monthly for all employees from FY2016
- Survey on the views and perceptions of each employee
- Analyze data in a specialized department and improve business by utilizing the PDCA (plan-do-check-act) cycle.
- Share analysis results internally and provide feedback to all opinions and requests

## Direct dialogue with the president

- Develop human resource development activities through dialogue meetings with management
- Strengthen the motivation of participants and the development of challenging human resources through interactive dialogue

### Survey

#### 1. Four fixed questions:

Quantitative data to be checked monthly  
(Business policy penetration, work volume, paid leave)

#### 2. Fixed point observation theme:

Theme to confirm changes over time by checking 1-2 times a year  
(Job satisfaction, diversity, etc.)

#### 3. New theme:

Theme according to the current topics

#### 4. Qualitative comments:

Qualitative data that provides raw voice of employees

### Reaction

#### 1. On-site correspondence:

Workplace improvement and SOS caller response

#### 2. Results analysis and feedback:

Disclosure of report to employees

#### 3. Reflection on various measures

#### 4. Feedback on qualitative comments

Reflection in management policies



Direct dialogue (Yukuhashi Plant)

# **YASKAWA**