

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 the international norms on human rights, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the 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 January 2018, the Company created the Yamaha Group Human Rights Policy, which displays our thoughts and responsibilities regarding the respect for human rights. This policy is shaping our business activities as well as our efforts to educate and promote awareness of human rights.

- » [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. Inspections of our operations in fiscal 2020 focused on these themes and enabled us to supplement the Group's rules and regulations by including items deemed necessary from a human rights perspective. In the future, the Group will continue to monitor the status of compliance with its rules and regulations as part of its efforts to implement comprehensive human rights assessments.

- » [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 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 LGBT 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 multi-language 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.

Consultations and reports are investigated swiftly and fairly, while protecting the privacy of the reporter 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 the reporter 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 reoccurrence.

[» Helpline Operation](#)

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 see the Promotion of Social Responsibility in the Value Chain section for details on these efforts.

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

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

Prohibition of Forced/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](#)

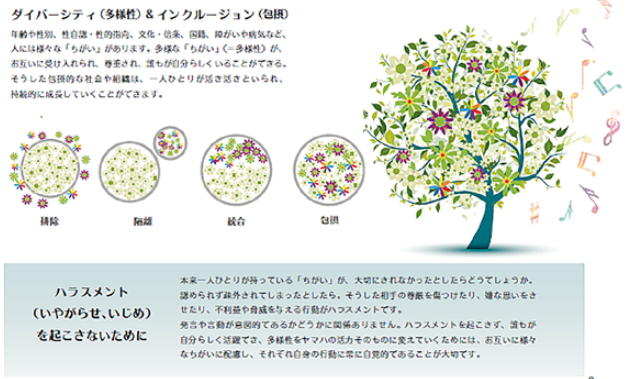
Human Rights Education

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. In fiscal 2020, we published the Yamaha Human Rights Guidebook (in Japanese and English). Meetings were held during the international Human Rights Day and Japan's Human Rights Week at domestic Group companies. Readings of the book took place during these meetings, and attendees were given the opportunity to think about the human rights violations that might occur in the course of their work and how to prevent them. Feedback on these meetings was received from more than 400 worksites.

Yamaha Human Rights Guidebook (Excerpt)



人権が大切にされる働きやすい職場をつくる



事業と人権のつながりを考える



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. Furthermore, the following training and education programs are to be conducted on an ongoing basis in order to heighten human rights awareness.

- Provision of human rights-related information pertaining to the Group via intranet (UN Guiding Principles on Business and Human Rights, conflict mineral issues, etc.)
- Training sessions and workshops on workplace human rights-related themes (CSR procurement seminars for purchasing representatives, LGBT sensitivity and diversity, and inclusion workshops for human resources and marketing representatives)
- Seminars for officers and all other Group members (power harassment prevention seminars, 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, individual Yamaha Group companies have developed three-year diversity and inclusion action plans, based on which they are advancing further initiatives.

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 member of Yamaha Corporation's Human Resources Division has been designated as a dedicated representative for our efforts to support women's careers, and this individual guides the formulation of Groupwide policies and action plans and their deployment at Group companies. Meanwhile, domestic Group companies appoint individuals responsible for supporting women's careers and monitor the establishment of action plans and the status of related activities. Furthermore, the Managing Council and the Board of Directors of the Company review the progress of our efforts to support women's careers with regard to factors such as the rate of improvement of the ratio of female employees in management positions, which has been designated as a priority sustainability indicator.

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

Yamaha Corporation Action Plan

(formulated March 2019)

Item	Details
1. Planning period	Three years: April 1, 2019–March 31, 2022
2. Yamaha's issues	Issue 1: Work-life balance support systems have been developed, and now there is almost no difference in the average number of continuous years of employment for men and women. However, as the ratio of women in management roles is still low, greater initiatives for improvement in this are required.
	Issue 2: The Group is lacking in its ability to recruit female employees who can shape its future.
	Issue 3: Female employees lack the desire and motivation to build a career as they give birth to and raise children; management, on the other hand, lacks the desire and vision for female employees to build a career as they give birth and raise children; management in core positions is not sufficiently aware of their management and development responsibilities toward female subordinates.
3. Goal	Ratio of female employees in management positions of 7.2% or higher

4. Initiatives and implementation period	<p>Initiative 1: Increase the number of women hired for technical roles (from April 2019)</p> <ul style="list-style-type: none"> • Provide information on Yamaha initiatives for empowering women, assisting women with work-life balance support, etc. on the Company's career website • Continue to provide opportunities for dialogue with women of different ages working in the Company to communicate to female students the appeal of a career after entering the Company and thereby secure new female employees • Increase opportunities for communication between women studying math and science and women working in technical roles in the Company
	<p>Initiative 2: Support development and career creation customized to individual needs (from April 2019)</p> <ul style="list-style-type: none"> • Continuously introduce various examples of role models and career paths via the intranet • Have all female employees, including those returning from maternity leave, share their own career plans with managers and create a development plan from a medium- to long-term perspective from May 2019) • Conduct training for managers so that they can show appropriate leadership and assign tasks according to individual circumstances
	<p>Initiative 3: Reduce total number of yearly working hours per person and persons working long hours; spread flexible working rules (from April 2019)</p> <ul style="list-style-type: none"> • Continuous enforcement of "All Go Home at the Same Time Day" • Promote use of paid holidays by employees eligible for special promotion holiday system • Aim for the effective utilization of working rules that have been systemized to make working easier; monitor usage status and strive for improvements

Major Measures

Goal	Measure
Proactive hiring of female employees	Increase the ratio of female new graduate 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 3-year target (by fiscal 2023) for increasing the ratio of female employees in management positions
	7.2% or higher for Yamaha Corporation and 17.0% or higher for the Group
	Enhance education and training programs
	Execute selective training programs
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, update work-life balance support programs
	Launch trial of telework and flextime for short-hour work days for child-raising; prepare for systemization of such schemes
Improve workplace awareness and foster corporate culture	Conduct educational activities (training, seminars, information provided through the intranet, etc.)



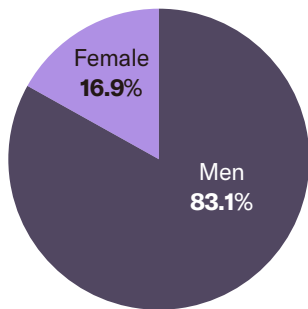
Intranet Website Disseminating Diversity and Work-Life Balance Information

► 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 leave/childcare leave
- Receipt of “Family Friendly Company Award” from the Ministry of Health, Labour and Welfare (2005)
- Receipt of “Kurumin” mark certification (2008, 2014) and Platinum “Kurumin” mark 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)

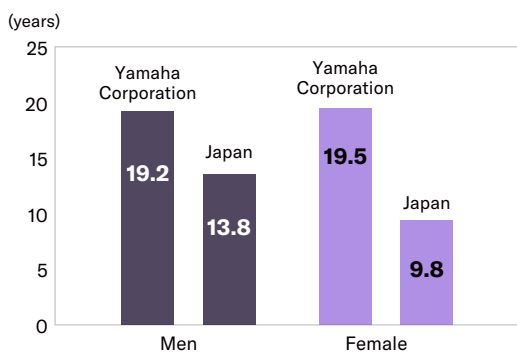
► Principal Indicators Related to Support for Women’s Careers

Ratio of Employees by Gender
(Yamaha Corporation)



Note: As of March 31, 2020

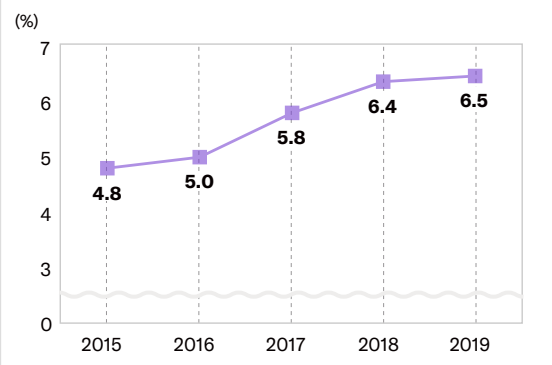
Average Number of Years of Continuous Employment
(Comparison between Japan*1 and Yamaha Corporation*2)



*1 Nationwide numbers are excerpted from results of the 2018 Basic Survey on Wage Structure

*2 Statistics for Yamaha Corporation are as of March 31, 2020

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 Promotion of Women’s Participation and Advancement in the Workplace.

Employment and Advancement of Foreign Employees

Yamaha Corporation had 44 foreign employees working at the Company as of March 31, 2020. In order to promote the contributions of diverse personnel regardless of nationality, we have set a numerical target for hiring new graduates of non-Japanese nationalities and provide information on our English recruitment website.

As a conglomerate that engages in businesses in countries around the world, the Yamaha Group appoints locally hired personnel from overseas bases to important posts within the Group. In April 2015, Yamaha Music Europe GmbH, our regional sales company in Europe, appointed an individual of German nationality to the position of president. In April 2018, Yamaha Corporation of America, our U.S. headquarters, appointed a local president as well. Additionally, we appointed local presidents at five overseas companies that were welcomed into the Yamaha Group. In this manner, we have been promoting the utilization of diverse personnel across the globe.

(Data on the number of foreign employees by year is shown 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, we have augmented our 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 that provides all willing employees with the opportunity to continue working beyond age 60. This program was revised in April 2020 to make for a more focused system emphasizing ambition and roles. In addition to establishing a number of work ranks and definitions based on employee roles, we introduced goal management, evaluation, and bonus systems and benefit and leave systems in line with those available to standard employees. Through this program, contracts are updated each fiscal year, and employees can continue working until they are 65 (224 individuals were using this system as of March 31, 2020).

Group companies have adopted similar measures and are promoting the rehiring of retirees.

(Data by year is shown on the Social Data page.)

[» 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 whose spouses do not work for Yamaha Group companies, 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, 2019) have been rehired after returning to Japan.

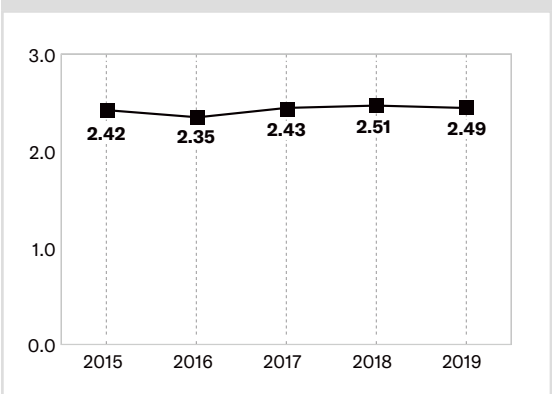
► Rehiring Program for Workers Committed to Nursing Care

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 co-existence, and it works to increase the skills of such employees and raise awareness within the Company. As of March 1, 2020, 82 people with disabilities were employed at Yamaha Corporation, of which 41 were assigned to Yamaha Ai Works Co., Ltd. The employment rate 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 April 2018.

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



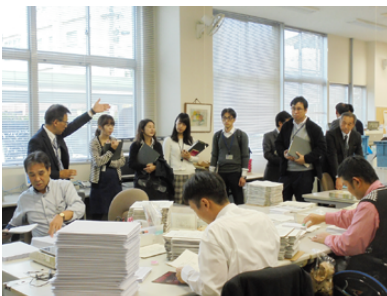
*5 As of March 1 of each year

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

*7 Employment rate of people with disabilities calculated using formula described by the Act for Promotion of Employment 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-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

*8 Special subsidiaries are subsidiaries that meet the definition of the Act for Promotion of Employment of Persons with Disabilities. Special 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 LGBT Individuals

The Yamaha Group is promoting understanding of and offering support for the LGBT community as an ally. We do so with the goal of building a comfortable workplace environment for members of the LGBT community and other sexual minorities and of ensuring that our business activities are respectful toward diversity. In fiscal 2020, we held LGBT sensitivity seminars for all Group employees, produced a logo and stickers to display that we are an ally of the LGBT community, and published the Workplace LGBT Handbook to promote understanding within the organization. In addition, we took steps to make our workplace environment more accommodating to members of the LGBT community by setting up a consultation venue for addressing and alleviating the issues such individuals face and including same-sex partners in the definition of family members used in work and other regulations.

These efforts have been highly evaluated, and the Company 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 LGBT community.

» External Recognition



Yamaha Diversity and Inclusion Seminar
— Building a Better Understanding of the
LGBT Community (LGBT sensitivity seminar)



Yamaha LGBT Ally logo

External Recognition

▶ Receipt of Highest Rating of Gold in 2019 PRIDE INDEX

In October 2019, Yamaha Corporation 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 LGBT community. The receipt of this rating was a reflection of the evaluation of initiatives such as the promotion of understanding within the organization through LGBT sensitivity seminars for all Group employees and the production of a logo to display that we are an ally of the LGBT 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 like members of the LGBT 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 Corporation as an “Eruboshi” Company

In July 2018, Yamaha Corporate Services Corporation (then Yamaha Business Support Corporation) was certified as level three, the best rank, “Eruboshi,” by the Minister of Health, Labour and Welfare. This certification is given to companies who have excelled in initiatives for the promotion of women’s participation and advancement in the workplace.

In this program, the Minister of Health, Labour and Welfare certifies companies that have formulated an action plan 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. There are three levels of “Eruboshi” certifications, and levels are decided based on the number of achieved criteria.^{*10} Yamaha Corporate Services received the highest certification because it fulfilled the criteria in all categories. Yamaha Corporate Services also received certification for “Kurumin” certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children because it is proactively engaged in efforts to create an environment in which it is easy for people raising children to work.

^{*10} Five criteria categories are hiring, continuous employment, overtime, ratio of female employees in management, and career development



PRIDE INDEX gold rating
mark



“Eruboshi” certification mark

➤ External Recognition

Promotion of Work-Life Balance

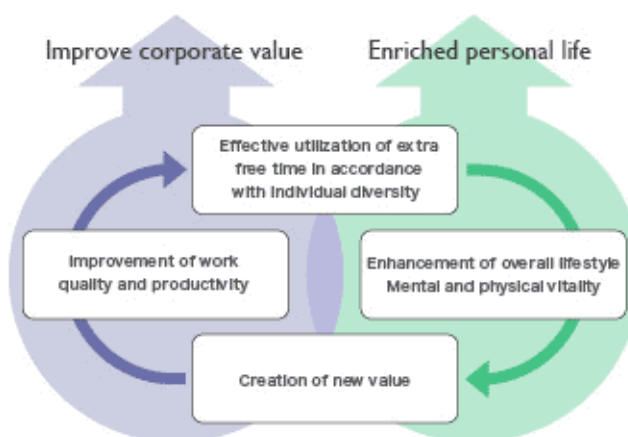
Basic Policy and Promotion System

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 that 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 the 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 a fulfilling life. We will work toward the creation of this type of virtuous cycle at Yamaha.



Reduction of Total Working Hours

In order to prevent long and excessive working hours, Yamaha Corporation established guidelines for overtime through a labor-management agreement. In fiscal 2020, the Company advanced initiatives aimed at achieving its targets of less than 70 hours of average monthly overtime 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.

Major Initiatives and Fiscal 2020 Results

Initiative	Details	Participants	Fiscal 2020 results and follow-up
Full staff paid leave days	Annual 3-day period (summer)	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	E-mail for encouraging leave acquisition sent to those who utilized less than 10 days of paid leave in the prior fiscal year; those who utilized less than 5 days requested to submit reports (FY2020 average paid leave taken: 15.1 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 within its office	Approx. 94% rate of compliance (Yamaha Corporation)
Awareness and education	Seminar by a noted expert	Yamaha Group employees	-
	Information shared on the intranet	Yamaha Group employees	-

► Fiscal 2020 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 days of leave 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 rate of use of paid leave days continues to increase, and the average number of paid leave days used in fiscal 2020 was 15.1.

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 65 hours per month for fiscal 2021. 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. Looking at fiscal 2020, a telework system was introduced in June 2019 that can be used for purposes such as childcare or long-term care for family members (This system has been used more than 500 times in aggregate.). In addition, we participated in the TELEWORK DAYS 2019 campaign sponsored by the Ministry of Internal Affairs and Communications over the period from July to September 2019. The Company is also examining the possibility of expanding the range of applications for which its telework system can be used. 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 the Company to receiving Platinum “Kurumin” certification* in 2016 (see “External Recognition” for details).

In fiscal 2021, the Company intends to introduce 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	-	5 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

* 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 109 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.

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. The joint management council 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 that 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 manager, 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

* 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, 2020)

Yamaha Corporation (includes employees seconded to other companies)	77%
Domestic Yamaha Group companies*3	46%

*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 Co., Ltd.; Yamaha Fine Technologies Co., Ltd.; and Yamaha Corporate Services Corporation

Data by year is shown on the Social Data page.

[» Social Data](#)

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 Council 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 and its intranet. 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 Yamaha 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. These information provision initiatives are complemented by various events in order to invigorate internal communication and improve employee engagement. Examples of these events include month-long events held around the anniversary of the Company's founding, the presentation of awards from the president, and visits by the president to domestic and overseas business sites.



PASSION Group magazine



Y-onSITE intranet site



Yamaha Awards event for presenting awards from the president



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 Yamaha through hands-on experience of the products manufactured at factories and through mini-concerts 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 the most important management issues is ensuring the health and safety of our employees. The Yamaha Group promotes health and safety activities based on the Group Health and Safety Management Standards, and we aim to continually enhance the level of our health and safety.

Standards and Basic Policy for the Group Safety and Health Management 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 2020 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 58 total occupational accidents
Transportation accidents	Eliminate accidents largely attributable to negligence and practice defensive driving	<ul style="list-style-type: none"> • Less than 60 total transportation accidents • Zero serious transportation accidents during business activities
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, this 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 and representative executive officer, other corporate officers (Company representatives), the heads of labor unions (labor union representatives), and representatives from various divisions and domestic and overseas Group companies. This convention serves as an opportunity for promoting Companywide awareness of matters decided by the Industrial Safety and Health Committee and for reconfirming 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.



Fiscal 2021 Groupwide Health and Safety Convention (changes to attendees and site layout made to prevent spread of COVID-19)



Review of fiscal 2020 and explanation of fiscal 2021 action plan by executive general manager



Health lecture by chief occupational health physician

► Acquisition of Certification for Occupational Health and Safety Management System

The Yamaha Group is working to acquire certification for its occupational health and safety management system at its instrument and audio equipment production sites. At these sites, we are focusing efforts on developing personnel who can contribute to the improvement of health and safety, including training of certified internal auditors.

OHSAS18001-Certified Sites (as of March 31, 2020)

- PT. Yamaha Musical Products Indonesia
- PT. Yamaha Music Manufacturing Indonesia
- Hangzhou Yamaha Musical Instruments Co., Ltd.

ISO45001-Certified Sites (as of March 31, 2020)

- Toyooka Factory of Yamaha Music Manufacturing Japan Corporation
- Kakegawa Factory of Yamaha Music Manufacturing Japan Corporation
- Yamaha Electronics Manufacturing (M) Sdn. Bhd.
- PT. Yamaha Music Manufacturing Asia

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

Work at Yamaha Group sites, particularly production activities, entails the possibility of occupational accidents from operating equipment and machinery, processing products, and handling various raw materials. The Yamaha Group implements various measures to prevent occupational accidents. These measures include 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 150 items to ascertain compliance status and guide self-improvement efforts

► 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 Yamaha Group is providing education on, and ensuring the implementation of, risk assessments at Group companies and production sites in Japan and overseas.

► Safety Patrols

In addition to on-site surveys at OHSAS18001- and ISO45001-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 170 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 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 2020, diagnoses were carried out at 24 sites.

Diagnosis numbers are shown on the Social Data page.

» Social Data

► Health and Safety Education, etc.

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 our employees' knowledge of health and safety, transportation safety, and health management. In fiscal 2020, these sessions spanned a total of around four hours (over four sessions) and were attended by 94 participants.

In addition, information exchange forums were established at overseas production sites (in China) in order to share information on health and safety rules and activities and to facilitate standardization with this regard. These forums entail twice-annual assemblies of health and safety representatives within their respective bases to share information on pre-defined challenges and discuss related improvement measures over a period of roughly two days. In fiscal 2020, discussions were held on the ideal form for health and safety committees, specifically on the steps to be taken with regard to matters such as the committee membership needed to transition from the prior participate-based approach to a collaboration-based approach.

Meanwhile, we began performing health and safety training (health and safety basic knowledge, readiness, and explanations of assorted activities, etc.) in fiscal 2020 for on-the-ground leaders and dedicated safety managers in conjunction with the construction of a new factory in Indonesia (PT. Yamaha Musical Products Asia).



Discussion at information exchange forum (China)



Leader training performed by Yamaha Corporation safety representatives (PT. Yamaha Musical Products Asia, 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, the Company 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.

► Establishment and Standardization of Rules

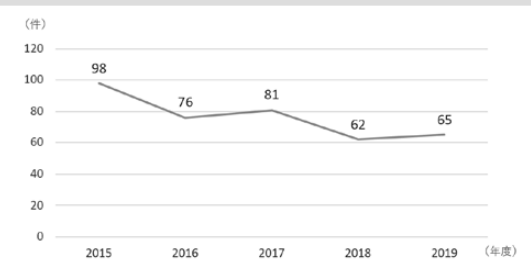
Yamaha Corporation has been systematically establishing safety rules relating to people and their surroundings, such as the expected attitude toward health and safety, a basic code of conduct, and equipment standards. These rules have been

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.

▶ Occupational Accidents at the Yamaha Group

Injuries at the Yamaha Group primarily include cuts and scratches as well as people becoming clamped by or caught in factory equipment or machinery, falling, or being involved in other accidents. In fiscal 2020, the number of occupational accidents at domestic Group companies and overseas production sites, which employ a total of approximately 28,000 people, was 65 (of which 38 required time off from work), and there were no fatalities.

Occupational Accidents (Including accidents requiring time off from work)



Scope: Domestic Group companies and overseas production sites

Employee Health Protection Initiatives

The Yamaha Group promotes initiatives to maintain and improve employee health based on the recognition that the health of our employees and their families is of the utmost importance to Yamaha. In order to further promote these initiatives, the president and representative executive officer of Yamaha Corporation issued the Yamaha Group Health Declaration in 2018.

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

Based on this Health Declaration, the Yamaha Group is working to create safe and comfortable workplaces and promote various initiatives, including health checkups, mental healthcare, and measures to help employees stop smoking.

▶ 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. In March 2019, Yamaha 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. 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 2020, 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 a physician's opinion

▶ Mental Healthcare

In order to maintain the mental health of its workers, Yamaha 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, by introducing a return-to-work support program 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, we halved the rate at which workers took a subsequent leave of absence compared with the period prior to adopting the program.

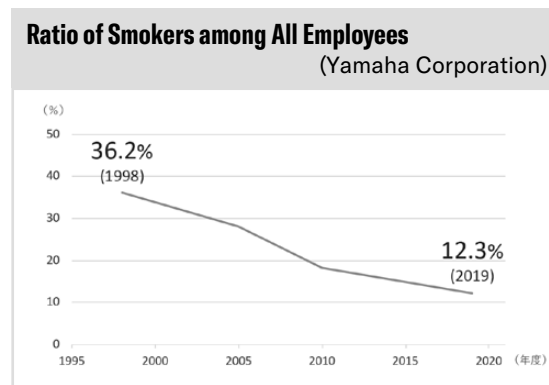
Major Initiatives

- 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 illness, and offer training to supervisors to promote healthy workplace environments within their divisions

▶ 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 began prohibiting smoking throughout Company premises during work hours. As a result of these initiatives, the percentage of smokers among all employees declined from 36.2% in 1998 to 12.3% in 2019.



* 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 oriented toward accomplishing Goal 3 of the United Nations Sustainable Development Goals: "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. Data on the ratio of smokers including Group companies is shown on the Social Data page.

[» Social Data](#)

▶ Measures for Preventing Spread of Infectious Diseases at Overseas Bases

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 and other prevention measures are taken prior to departure from Japan. In fiscal 2019, the Company began recommending immunization for measles and rubella alongside previous recommendations for immunization for hepatitis A, hepatitis B, tetanus, and rabies. In regard to COVID-19, through a coordinated response between the Yamaha Group's business continuity planning organization and industrial physicians, we were quick to impose business trip limitations on overseas bases while taking other measures to prevent the spread of this disease to employees, their families, and the community.



Bug zappers



Air curtains to prevent entry by insects



Pest extermination being conducted on Company premises (PT. Yamaha Electronics Manufacturing Indonesia, Indonesia)

► Health Support for Employees Stationed Abroad

In fiscal 2020, the regular health checkup rate among employees stationed abroad was 97.9%, falling just short of our target of 100%. For such employees, emails containing personalized advice from industrial physicians are sent together with the results of annual regular health checkups, and ongoing health guidance is provided in accordance with employees' situations. In addition, industrial physicians and public health nurses visited two bases in Indonesia in fiscal 2020 to meet with employees stationed in that country and perform health consultations. Also, given that employees stationed overseas often face a great deal of stress, these employees have been submitted to the same stress checks as those at domestic Group companies since fiscal 2018 in order to confirm their mental state.



Meeting between employee stationed overseas and Yamaha Corporation public health nurse (PT. Yamaha Musical Products Indonesia, 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 international business trips for the first time, an orientation is held that covers safety education, including basic knowledge and measures for handling emergencies while abroad.

Fiscal 2020 Training Activities

Content	Target	Number of sessions	Number of participants
Training prior to assignment overseas	Employees	15	41
	Employees' families	6	19
Overseas business trip orientation	Employees such as those going on an overseas business trip for the first time	6	108

External Recognition

► Certification as White 500 in 2020 Certified Health & Productivity Management Organization Recognition Program

In March 2020, Yamaha Corporation was recognized, for the fourth consecutive year, under the large enterprise category of the Certified Health & Productivity Management Organization Recognition Program, organized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, while Yamaha Corporate Services Corporation was recognized for the third consecutive year. 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 the Ministry of Economy, Trade and Industry. In 2020, the fourth year of the program, the requirements for inclusion in the prestigious White 500 category were made more rigorous, and only the top 500 scoring companies in health and productivity management surveys were included in this selection. 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 Yamaha 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 2020, training programs for new employees were redesigned to cultivate junior employees capable of playing central roles, both in the organization and in society. The redesigning of these programs included clarifying education goals and the skill expectations for each step of development, which entailed introducing a process of input and output, to make for effective training programs. In tandem with these programs, the Group also supports employees in autonomous learning and career design efforts.

Fiscal 2020 Training Statistics

(Yamaha Corporation)

Total number of days of training		220
Average annual training hours per person	Male employees	21
	Female employees	21

Major Training and Education Programs and Implementation Status

(Fiscal 2020)

Name	Target/Content	Annual participants	Training hours per person	Number of days per year
Training by hierarchical levels	Improvement of individual skills based on career stages (includes new employee training)	500	-	151
Senior Specialist Institute	Cultivation of managers for production operations (production site managers, supervisors, etc.)	13	32 days	32
Skill/passion management program	Acquisition of situational leadership skills (for managers)	330	2 days	32
Yamaha Advanced Skill School	Development of domestic production site supervisors	Not held in fiscal 2020	-	-
Yamaha Technology Training School	Development of core domestic production site workers	26	53 days	53
From-to Program	Transmission of core musical instrument manufacturing techniques	1	-	-
Function-specific training	Language skills improvement (GAME) program, technical academy programs, technology seminars	242 participants in GAME program	-	-
		213 participants in technical academy programs and technology seminars	-	110
Study abroad / language learning programs	Study abroad programs for acquiring or improving foreign language skills	Not held in fiscal 2020	-	-
Yamaha Business School	Support for self-driven learning efforts of employees (distance learning)	217	-	-
Second Life Preparatory Seminar	Provision of opportunities and information for employees 2 years prior to mandatory retirement to encourage contemplation regarding life after retirement	111	1 day	4
Open TOEIC tests held on Company premises	Widely recognized English-language skill tests, held at four Company sites	495	-	17
Training for supervisors with subordinates on childcare leave	Training to support the growth of subordinates returning from childcare leave	Not held in fiscal 2020	1 day	-
Seminars for employees returning from childcare leave	Seminars for supporting the smooth return to work and career development of employees returning from childcare leave	Not held in fiscal 2020	1 day	-

Development of Management Personnel

The Yamaha Group strives to develop management personnel who can form the backbone of business activities.

The Senior Specialist Institute (SSI) is a program for developing locally hired and other management personnel being implemented and enhanced primarily at overseas production sites, to cultivate manufacturing managers on a global scale.

For human resources engaged in sales, we implement the Yamaha Sales company Executive College (Y-SEC) program to train candidates to become site managers, mainly at overseas sales companies. Currently, we are establishing systematic programs equally focused on job category and rank as we take a structured approach toward training human resources for management positions. As one facet of these efforts, we have introduced a management human resource development program (Yamaha Global Management Program) common among all job categories.

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. Based on these provisions, initiatives are being advanced based on the following four themes.

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.

In addition, training programs for junior employees include meetings with human resource representatives held during employees’ second, fourth, and sixth years for the purpose of confirming and discussing their degree of growth in comparison with targets and their career plans. The Group provides comprehensive support to all employees to cultivate the fundamental business skills necessary to quickly begin making contributions and to enable them to feel motivated in their work.

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 and other staff members who conduct meetings.