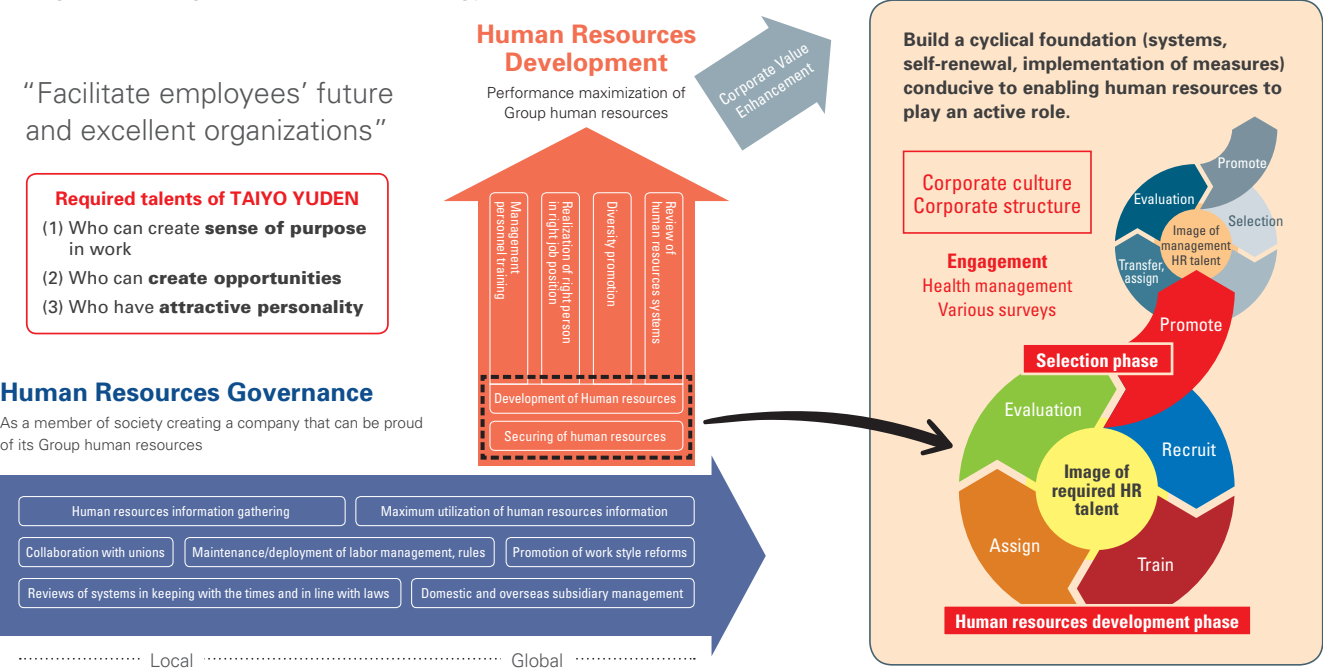


Human Resources Strategy

Based on its founding philosophy, the TAIYO YUDEN Group aims to bolster the quality of life of our employees by respecting the personality and individuality of each person, and by recognizing people’s diverse backgrounds and characteristics. We continuously make efforts to develop a global workforce built on different cultures that can effectively implement the Company’s management strategy, and innovative human resources who have the high level of creativity and specialties to create new value that contributes to society. Based on our personnel mission of “Facilitate employees’ future and excellent organizations,” we are focused on ensuring an environment where all employees and organizations can work to the best of their abilities, and through the acceleration of human resources training contribute not only to the development of corporate value, but also pursue their own personal growth.

■ Diagram Showing Human Resources Strategy



■ Human Resources-Related Data (TAIYO YUDEN CO., LTD. full-time employees)

	Fiscal 2018	Fiscal 2019	Fiscal 2020	
Ratio of managers and supervisors among female employees (number of managers and supervisors) (as of April 1)	7% (42)	8% (50)	10% (65)	To create an environment where many motivated women can play active roles, we have formulated and are implementing an action plan to promote women's empowerment from April 2019 to March 2021. <b>Diversity Promotion Activities</b> <a href="https://www.yuden.co.jp/or/company/sustainability/society/diversity/">https://www.yuden.co.jp/or/company/sustainability/society/diversity/</a>
Number of new graduates hired (as of April 1)	72 (of whom 29% [21] women)	96 (of whom 36% [35] women)	101 (of whom 43% [43] women)	To secure and develop the diverse human resources who will be responsible for the next generation, we are continuing to hire a certain number of new graduate employees.
Ratio of those taking paid leave (as of March 31)	77%	72%	—	
Ratio of those returning from child care leave (as of March 31)	100%	100%	—	So that each and every person can demonstrate his or her performance to the maximum extent, the Company is working to create comfortable work environments.
Average number of years of continuous employment (as of March 31)	Overall: 18.3 years (Men: 18.1 years, women: 18.9 years)	Overall: 18.2 years (Men: 18.2 years, women: 18.3 years)	—	

Initiatives for the future of employees and organizations

1. Promotion of diversity

The TAIYO YUDEN Group benefits from diversity in its endeavors to undertake “3 types of change,” namely, with 1. Awareness, 2. Communication and dialogue, and 3. Changing systems and schemes. Our aim is for all employees to seize upon their maximum potential and unleash new creativity, thus strengthening competitiveness. This will be accomplished by carrying out measures to train employees and to create a nurturing environment that fosters a mindset which enables diverse human talent to play a full and active role.

2. Quality education

Quality affects the quality of all work, not just the manufacturing site. TAIYO YUDEN has been providing five in-house quality trainings since this fiscal year so that participants can understand and practice the scientific methods and ideas that will help them change the way they work. We aim to improve the quality of the TAIYO YUDEN Group by encouraging them to understand and practice the basic methods of quality control and methods that are effective in problem solving and data processing for all occupations and industries.



3. Leader development

TAIYO YUDEN has a training program for talents who will be responsible for TAIYO YUDEN after 5-10 years. The program started last fiscal year, and a total of 80 people took the course. In the first year, we learned the method with the theme of learning organization (organization that finds and solve problems by ourselves), and in the second year, we carried out the workshop of thinking about strategies by imagining 10 years later. This is a program that takes three years to learn the skills and ways of thinking for the next generation, not one-off training.



4. Engagement survey

In order to understand and strengthen the current organizational strength, we conducted an engagement survey last fiscal year (a survey of TAIYO YUDEN employees with a response rate of 88.5%). We quantitatively understand the strengths and weaknesses of an organization from the perspective of employee engagement, and for each weakness, we devise solutions and work to improve them. In the future, we plan to carry out it regularly and check the progress of improvement.

TOPICS

Achieving three-star “Eruboshi” certification based on the Act on Promotion of Women’s Participation and Advancement in the Workplace (2020.02.06)

TAIYO YUDEN has earned a “three-star” (third level) “Eruboshi” (“L-Star”, and L stands for ‘Lady’, ‘Labour’, ‘Lead’, etc.) certification, symbolized by a mark granted to companies for their outstanding initiatives to promote active roles for women in the workforce. “Eruboshi” certification, awarded by the Japanese Minister of Health, Labour and Welfare, is a system to recognize those companies that have formulated and submitted action plans based on the Act on Promotion of Women’s Participation and Advancement in the Workplace, and that have satisfied criteria in the five categories of recruitment, continued employment, working style including working hours, proportion of women in managerial positions, and diversity of career courses.



Certified as 2020 Outstanding Entity Engaging in Health and Productivity Management (2020.03.02)

TAIYO YUDEN has received certification as a “2020 Outstanding Entity Engaging in Health and Productivity Management” from the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi (the Japan Health Conference). The Company has set forth “employee well-being” as one principle of its management philosophy, and along with its pursuit to be a workplace in which employees can go about their duties with peace of mind, aims to maintain employee health and respect the personality and individuality of each person based on recognition of people’s diverse backgrounds and characteristics. This certification was granted in recognition of the systems and structures put in place to enhance employee health.

