

Human Resources Management

Personal and Organizational Growth, the Driver of Innovative Creation

Under VG2.0, our human resources strategy calls for creating a strong company where employees grow, enjoy their work, and improve performance

continually. We have set goals for the year 2020 in the five following different areas to accomplish this objective.

Progress Toward Human-Resources Related Sustainability Goals



	Fiscal 2020 Goals/KPIs	Fiscal 2017 Progress
Talent Attraction and Development	<ul style="list-style-type: none"> Evolve and advance the OMRON Global Awards (TOGA) Ratio of non-Japanese in managerial positions overseas: 66% Accelerate the PDCA cycle via employee engagement surveys 	<ul style="list-style-type: none"> Increase in the number of projects designed to solve social issues Ratio of non-Japanese in managerial positions overseas: 49% Identified 10 management issues
Diversity and Inclusion	<ul style="list-style-type: none"> Ratio of women in managerial roles (Japan): 8% Employment of disabled individuals: employ more disabled individuals than required by law 	<ul style="list-style-type: none"> Ratio of women in managerial roles (Japan): 3.6% Ratio of employees with disabilities: 2.6% (Japan)
Wellness Management	<ul style="list-style-type: none"> Raise awareness of personal wellness management, Boost 5 (Japan) 	<ul style="list-style-type: none"> Published the OMRON Health Management Declaration Health information seminars for employees
Occupational Health and Safety	<ul style="list-style-type: none"> Working to obtain international occupational safety and health certifications at major production centers (representing 80% of production capacity) 	<ul style="list-style-type: none"> Launched projects at six production centers
Respect for Human Rights and Labor Practices	<ul style="list-style-type: none"> Define and adopt due diligence process Human resources risk analysis and corrective actions at production centers 	<ul style="list-style-type: none"> Revised policy and structure system for human rights Risk analysis based on Responsible Business Alliance* self-assessment questionnaires: Performed at 16 production centers

(Note) Highlights of major goals and performance provided for reference. Please see the OMRON corporate website for more about our sustainability targets and progress.

* Global CSR alliance for the electronics industry.

Case Study

TOGA and Engagement Surveys for Sustainable Growth

OMRON seeks leaders who can drive innovation and talented employees to solve social issues through our businesses. Launched in 2012, the Omron Global Awards (TOGA) is an annual global employee-participation awards presentation. TOGA is an important part of how OMRON builds a culture motivated to put the OMRON Principles into practice through their work. In 2016, we introduced the VOICE engagement survey (VG OMRON Interactive Communication with Employees). This voice-interactive survey for employees dealing with social issues encourages frank feedback by which management uncovers and addresses issues in our business. These two initiatives are critical parts of sustainable growth for our people and our organization.

① TOGA Evolution and Advancement

TOGA is becoming a more important part of our global organization with every year. We saw record participation in fiscal 2017 with more than 50,000 employees. At first, many entries dealt with the employee spirit of challenge. Today, we see more initiatives that address solving social issues. We are also seeing more projects that span national, regional, and business borders, as well as examples of solving social issues through innovative partnerships with customers, government institutions and others.

Number of Participants and Topics



② Engagement Surveys to Identify and Address Issues

Based on survey results from the prior year, we explored a number of different work styles (teleworking, etc.) and self-development programs in Japan during fiscal 2017. Overseas, we stepped up our talent search and human resources training. We discussed our fiscal 2017 results in the Executive Council, identifying five important issues and launching specific programs in response. These issues include decision-making speed and encouraging our younger employees to be more proactive. As an example, we are moving and evaluating human resources development functions traditionally performed in Japan overseas to increase the speed of decision-making at our operations around the world. Our head office in Europe is taking the lead in standardizing processes overseas, aimed at the future global integration of accounting and finance operations.

Fiscal 2017 Engagement Survey Overview

Survey Targets	All 24,000 global employees (excluding manufacturing operators)
Response Rate	85% (20,000 responses)
No. of Questions	76 Questions/15 Categories
Languages	Survey published in 26 languages
Additional Comments	7,600 (optional feedback from employees to management)
Engagement Score*	71 points (+11 points vs. prior year)
Group-Wide Management Issues	10 issues identified (five deemed high priority)

* Score indicating pride as a member of OMRON, job motivation, and sense of accomplishment