

Human Resource Development

By strengthening the potential of human resources and improving workplace environments, we will create a company that offers job satisfaction.

Basic Approach

The success of each and every employee is essential to the realization of a sustainable society and to Tamron's own sustainable growth. It is important to develop an environment in which each employee can fully demonstrate their potential, and fulfill their principal duties while being motivated and experiencing job satisfaction. At Tamron, we actively work to promote diversity, healthy work-life balances and health & productivity management. Additionally, we see human resources as valuable assets, provide opportunities for employees to develop and demonstrate their abilities with respect for diversity, and aim to be a company where employees can have a global perspective, value teamwork, demonstrate creativity and experience job satisfaction.

Strengthening the Potential of Human Resources

Human resource development

Through a Mission Leadership System where clear missions are defined for each leader and the entire team works to achieve them, Tamron strives to facilitate the growth of leaders and their employees while strengthening overall organizational capabilities. For managers and employees at similar career levels, we have also introduced the Post Qualification System which determines grades and compensation according to the level of responsibility and difficulty of all roles to be fulfilled as required by management, irrespective of seniority or ability. Employees who have developed a certain level of occupational skills are offered two career tracks under the Post Qualification System, the manager course or professional course. In this way, each employee can attain a working style that fits their aptitude and intentions.

Tiered and occupation-specific employee training

Tamron offers a range of employee training customized by tier and occupation. For new graduate hires, Tamron provides four-year training starting from initial recruitment to improve basic job knowledge and formulate medium-term career plans. Mid-career employees are given practical training commensurate with their positions, including the training of junior employees. For managers, we provide training to enhance their organizational management capabilities, goal management training, harassment training and other training to raise awareness of their roles.

Technical employees are offered classroom instruction to acquire technical skills and also undergo practical training in related departments as a way of creating opportunities for them to learn how their activities are directly related to actual operations. We also offer a range of employee training programs such as voluntary online English conversation classes in an effort to develop the capabilities of our human resources.

Related SDGs



Diversity

To enhance corporate value in the medium and long term, it is important for a diverse range of individuals to demonstrate their full potential, innovate and create value. In addition to women, foreign nationals and others bearing diverse attributes, we also believe it is important to attract experienced talents on career paths in other industries and diversity in specialist fields in order to coalesce the diverse knowledge, experience and skills of all employees to enhance Tamron's competitiveness.

Women's empowerment

Women currently account for around 20% of Tamron employees, but in keeping with the guidelines for action declared in the Act on Advancement of Measures to Support Raising Next-Generation Children, we aim for at least 25% of new graduate hires to be female. We believe it is essential to empower female employees and raise the percentage of female managers in the face of a declining working population and industrial restructuring.

Empowering senior employees

Starting 2021, Tamron established the Meister Program, a new positional system for employees who are reemployed after reaching the mandatory retirement age, giving senior employees further opportunities to flourish.

For employees who possess advanced expert insight, technical capabilities, know-how, exceptional knowledge and skills, we have established Senior Meister and Meister positions. By giving these employees responsibilities and appropriate compensation, we encourage them to pass on their knowledge to successors and motivate them to be even more active.

Ensuring the success of mid-career hires

In addition to graduate recruitment, Tamron has established an internal system to hire mid-career employees with a wide range of knowledge and experience and developed environments in which they can demonstrate their capabilities. Mid-career hires account for around half of all employees, and integrating them with new graduate hires helps to boost the corporate value of Tamron.

Related Targets and Results

2021 Targets	Results
Reduction in employees with high stress levels	0.8% reduction
Overtime 10% year on year reduction	Head office: 10% increase Aomori: 276% increase
Percentage of employees with disabilities 2.3%	2.23%
Increasing the ratio of female managerial staff (More than the section manager)	6.99%

Work-Life Balance

Tamron doesn't just place an importance on work. We also think it is important for employees to enjoy enriched private lives including childcare, family care, hobbies and studies, and run a number of initiatives with this sentiment in mind.

- Childcare leave
- Shorter hours for childcare (for employees with children up until the end of April of Grade 4 of elementary school)
- Caregiving leave
- Nursing care leave
- Paid leave in hourly increments
- Telework / working from home
- Flextime scheme (4 hours core time, calculated over a monthly period)

Promoting flexible workstyles

In 2021, we continued to promote flexible workstyles to prevent the spread of COVID-19. We recommend employees to take advantage of our work-from-home scheme to coincide with state of emergency declarations and other measures to stop the spread of infections implemented by the national and local governments, and have made progress with the introduction of staggered working hours, systems utilizing teleconferencing systems, and revised operations combined with digitized printed materials aimed at improving productivity.

Moreover, since April 2021, we have revised our flextime system, allowing employees to set daily working hours according to their preferred work and private hours, under the condition that they work 4 hours of core time and meet the number of prescribed working hours per month. This has enabled us to work more flexibly.

As of December 2021, around 60% of head office employees take advantage of this system.

Support for achieving a balance between work and childcare

At the same location as our Head Office we have established the in-house Tamron Kids Day-Care Center (small-sized day-care center licensed by Saitama City). The Center is available to the local community as well as employees. In addition to support to help female employees return to work as soon as possible, we also help male employees take part in childcare.

One hundred percent of female Tamron employees in Japan who have had a child have made use of maternity leave before and after childbirth and the parental leave system, and subsequently returned to work. In addition, since 2020 the number of male employees taking long-term childcare leave of over one month has increased, as part of our efforts to promote a balance between work and childcare for male and female employees alike.

Initiatives to reduce overtime

Tamron strives to improve productivity and works to reduce overtime hours based on the basic policy of achieving 10% year-on-year reductions. Compared with 2020, the first year of the COVID-19 pandemic when overtime hours were greatly reduced, overtime hours in 2021 showed an increasing trend due to work being performed under infection prevention measures, but going forward, we will continue to improve the

work attendance literacy of each employee, make attendance data visible, and thoroughly manage target values in an effort to reduce overtime hours.

Health & Productivity Management

Tamron believes that employees being able to work in good physical and mental health and with job satisfaction is the single most important factor directly link to improved corporate value. This is not limited to considerations for employee safety as required by law. Proactively working to maintain and advance employee health creates passion and vigor on the part of employees and leads to a more energetic organization.

In 2021, Tamron conducted workplace COVID-19 vaccinations for employees and their families with the help of the Saitama Chamber of Commerce and Industry. In addition, regardless of whether employees underwent workplace vaccinations or not, we offered special paid leave to employees on the day of their vaccinations and the following day, in an effort to increase the vaccination rate among employees.

We have continued to conduct mental checks twice a year, relay results including stress levels by age ground and organizational level to departmental managers, and reflect those activities in improvements to the workplace environment.

In addition, as a new endeavor for 2021, we conducted training for departmental managers regarding health-related issues unique to female employees in a way that would ensure these initiatives would be rolled out across departments. This training was conducted to promote understanding regarding women's health across the workplace and develop environments that are more conducive to female employees.

Going forward, we hope to implement detailed measures to advance the health of employees and further promote health and productivity management.

Towards the Sustainable Enhancement of Corporate Value

The growth of human resources and human resource strategies are essential for Tamron to improve corporate value in a sustainable fashion. So that each employee can act on the mottoes of sincerity challenge and creativity based on the idea that Tamron's business opportunities lie in solving social issues through the creation of emotion and reassurance, we will endeavor to develop environments, enhance education and boost engagement.

Change in the Number and Rate of Eligible Male Employees Taking Childcare Leave

