

Develop Human Resources



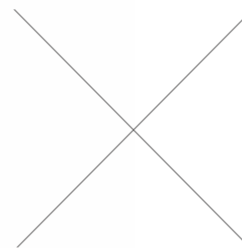
- Develop global human resources
- Cultivate a corporate culture that respects diversity



Stakeholder Dialogue

Diversity rooted in common values and a license to create

Peter David Pedersen
 Co-founder, E-Square Inc.
 (sustainability consultancy),
 Executive Director, TACL
 — The Academy for Corporate Leadership



— Develop Global Human Resources

Orchestrating the HR Vision as a 'trusted enabler'

Andreas Keller
 Corporate Officer
 General Manager of Human Resources HQ
 TDK Corporation



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Building on last year's first dialogue on Global Human Resource Development and a year of new one, Human Resources General Manager Andreas Keller and consultant Peter David Pedersen discuss the current state of HR-related initiatives and the road ahead.

Dialogue on Global Human Resource Development

In March 2018, General Manager of Human Resources HQ Andreas Keller sat down with sustainability expert and corporate consultant Peter David Pedersen to take stock of corporate HR-related initiatives. The discussion built upon last year's dialogue, covering subsequent developments influenced by the 2017 dialogue. The discussion revisited the current state of HR development at TDK in the context of its needs as an increasingly diverse corporate group in a world of intensifying competition.

State of Human Resources: Addressing and Accommodating Diversity

Since 2000, the TDK Group has grown rapidly through multiple mergers and acquisitions (M&As). Today the group boasts a portfolio of more than 100 companies and over 100,000 group employees. Moreover, only 10% of TDK personnel are now located in Japan and roughly 80% have joined the group through M&As.

This growth has been accompanied by new needs in the areas of HR. Key challenges include establishing a platform to ensure that diverse talented entities and individuals can fully engage as group members rooted in a core concept of harnessing diversity for greater resilience and global success.

Milestones and the Road Ahead

A number of HR-related initiatives were launched following last year's dialogue. Major milestones included a global HR meeting and the first group-wide career development program launching in 2018.

These initiatives are part of the new Global HR Mid-term Plan 2018-2020, which includes key performance indicators (KPIs) for each initiative. The initiatives include succession planning, defining global competencies, global grading, talent management and outreach to raise awareness of global HR initiatives. All of this is supported by an IT talent management system that is being rolled out to enable the integration of these activities.

"The idea is not just to utilize talent from Japan, but from around the world. In order to do so, we need to have common platforms and definitions of certain things like global competencies and evaluation criteria," Keller explained. In addition, standardized global KPIs will make it easier for local and global management to monitor and manage risk to improve the resilience of TDK, he added.

Strength through Unity

Keller reported that last year's dialogue had contributed to the TDK Group organizing its inaugural global HR and Administration meeting. (See page 23 for details.)

"At the meeting we were able to firm up our vision and mission statements with the primary objective of functioning as an enabler for group members. We are now aligned and heading in the same direction," Keller explained.

Meeting participants agreed on the need to better share TDK's common values and enhance group-wide compliance while harnessing the unique strength and culture of group companies. This vision and mission statement subsequently formed the cornerstone of the new Global HR Mid-term Plan. The second global HR meeting will be held in 2018 to build on last year's progress. The gathering will bring TDK personnel to Akita Prefecture in Japan—the birthplace of TDK.

Identifying and Tapping Talent

One of the areas that saw significant progress in fiscal 2017 was talent management and development. The new Territorial Career Development Program (TCDP) is TDK Group's first group-wide career development initiative. This scheme is an example of intra-group sharing of know-how and best practices. It was premised on a subsidiary-run program with a long and successful track record in Greater China. A key pillar of HR efforts to develop next-generation talent worldwide, the new initiative has been adapted to be applied across the group with the roll out happening in spring 2018 in Europe, Asia and the Americas. The goals of the annual program include strengthening leadership and management, fostering a supportive corporate culture and creating stronger bonds among TDK Group members.

"We have received so many applications. Expectations on both the part of management and employees are extremely high," Keller said, adding that the program is expected to bring more non-Japanese employees to HQ.

Embracing 'Enabling' and Referencing Research

Pedersen praised the initiatives, direction and progress made over the past year. "I'd say you are definitely on the right track. I would keep 'trusted enabler' at the center of your discussions always," Pedersen said. He emphasized the need for companies to engage and enable employees by giving them a "license to create or innovate."

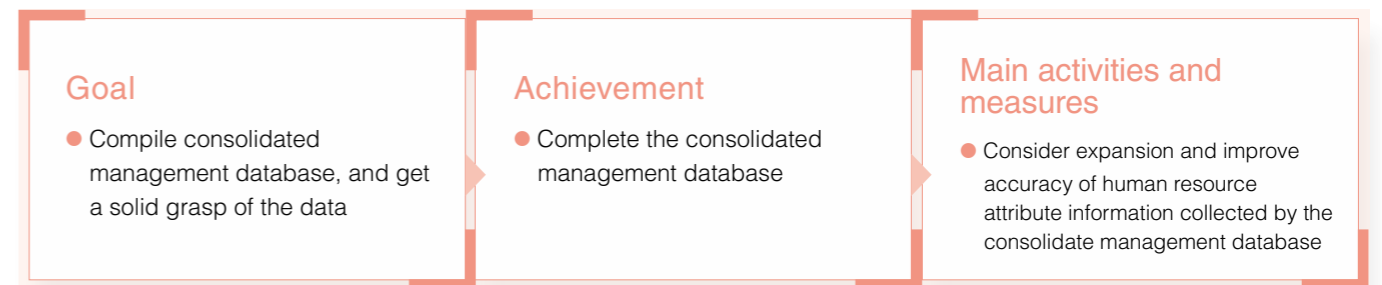
"If employees feel that they are part of a company it becomes possible for people from diverse backgrounds to come together around an issue and provide their own ideas and create something together," Pedersen said.

"With more than 100,000 group employees worldwide, it is crucial to have common group values. Moving forward, you will want to consider how to link or anchor these programs to the fundamental elements of the company—the original principles of TDK of vision, trust and courage," he added.

Cultivate a Corporate Culture that Respects Diversity

Presented here are reports on an important theme—and progress made during fiscal 2017—on cultivating a corporate culture that respects diversity. Staff working outside of their home country share their background, experiences, and situation.

Fiscal 2017 Goals and Achievements



Technical Collaboration and Respecting Local Business Culture



I work in Israel, a country that has many innovative startups and prestigious universities. My job is to assess promising local technologies and to plan and promote collaboration with TDK's technology and products. When having a discussion, if you have an opinion to express, you sometimes have to interrupt others to get it out. That is a big difference from how things are done in Japan, so I appreciate the effort it takes to adapt to a different business culture. Our office has opened only recently, so we have no storehouse of know-how, and there are still many problems we face trying to communicate with each other in English, but we have been getting tremendous assistance from the folks at TDK-Lambda in Israel. While enjoying myself on the job, I will continue exploring ways to achieve better collaborations that will lead to outstanding new TDK products and services.



Narutoshi Fukuzawa
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Meeting People of All Kinds Leads to Personal Growth



My job is to customize software products to meet the needs of customer around the world and to support resolving issues prior to the start of production. The most exciting things are learning a wide range of things both through my job and by working with others, plus working with new technologies. When you work overseas, it is important to step out of your personal comfort zone. In San Jose I am able to encounter people who have different cultures, languages and styles of working. Meeting those people and building trust have helped me to grow as a person. I will do my best to support customers with the idea of seeing things from "customer focus" in our TDK Value.



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 Sr. Staff Application Engineer
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Global HR and Administration Meeting in Munich

TDK held its inaugural global HR and Administration meeting bringing on July 13–14, 2017. The meeting brought over to TDK members from group operations around the world to Munich, Germany. During two days of meeting and workshops, participants crafted a vision and mission statement to guide future HR and Administration activities and policy. The gathering also set in motion a concerted effort to put in place a more integrated HR and administrative policy to realize a common platform to better harness the diverse talent of the TDK Group.

