

With Our Colleagues

"People" are at the center of all business operations. An important element of corporate management is allowing its outstanding personnel to display their capabilities just as they like. To that end, we are actively committed to recruiting diverse human resources and taking measures for personnel training.

This chapter has an additional page next to these, entitled "Promoting the Employment of Diverse Personnel".

Various Programs to Train Leaders

The basic philosophy of developing human resources is to train personnel who "think for themselves, and act on their own convictions." To that end, it is necessary to train personnel who can display their leadership at different hierarchical levels.

At our Company, we take measures to train various leaders as specified below.



1 Promoting the Acquisition of VE Leader Licenses

Since fiscal 2007, we have been working at a companywide level to acquire what is called a "VE Leader" license. VE stands for "Value Engineering" and the term "value" can be expressed as the quotient of function divided by cost. In our Group, 401 workers of the parent Company acquired this license in the last fiscal year, as did 517 colleagues throughout the entire Group. The VE Leader actively pursues ways to produce products with better functions (in terms of performance, environmental impact and safety) at lower cost. More specifically, the VE Leader program is used in developing new products and various business process improvements.

2 Training Project Leaders

More incidents in recent years have occurred in the manufacturing industry where product nonconformities cause tremendous damage to society. This is not merely a matter of technology. We believe that the way to perform work from order reception to shipment has room for improvement as well. Our Company trains project leaders as the organizers of product development.

3 Training Innovative Production Leaders

VE Leaders are mainly intended for the design department. For manufacturing scenes, we take measures to train personnel who can properly control production and quality, while aiming to increase production efficiency.

4 Special Program for Management Leaders

Even when the project leaders and innovative production leaders along with qualified VE Leaders are outstanding, we cannot fulfill our responsibility to the various stakeholders without well-trained management leaders who supervise those leaders. To train the next generation of managers, we therefore provide long-term training for management executive candidates.

Ongoing Human Rights Seminars

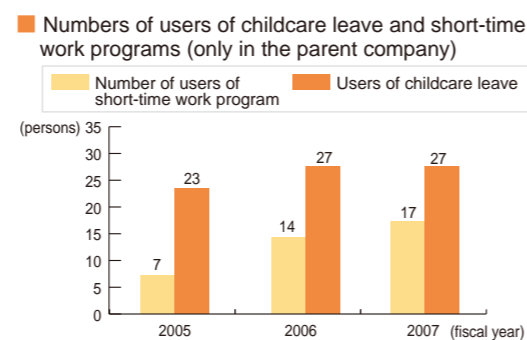
To prevent unscientific discrimination against people of certain domestic communities, races, nationalities, and sex, and for other reasons, human rights seminars are held companywide in a systematic manner.

Human rights seminars are also held periodically with the Group companies as a permanent seminar included in recruiting seminars, seminars for middle-rank employees, new manager seminars, and other rank-specific seminars.

Assistance in Rearing the Next Generation

As an assistance program for employees having and rearing children, we provide a childcare leave program as well as a program of shorter service hours geared for childcare. It has also been decided that, from fiscal 2008 on, these programs will be accessible until the children finish their third year of elementary school, regardless of the availability of governmental after-school care for children.

The childcare leave program is used by more than 20 colleagues every year and has been firmly established. More colleagues are using the short-time work program every year. There were 17 users in fiscal 2007.



Starting in fiscal 2008, we will also revise the programs specified below to promote support so that our colleagues can even better combine work with childcare.

- "Childcare" and "fertility treatment" added as applicable reasons for cumulative annual paid leave
- Flexible use of short-time work program

«A comment by a user of the short-time work program ①»

"I wanted to continue working after childbirth and also devote much of my energy to childcare as well, because now is the only chance for childcare. So I took this program that would help me combine both pursuits. At first I was quite ill at ease having to work while leaving my one-year-old child in the hands of another person. But the short-time work program alleviated my worry."

(Eiko Takami, Toyama Works)



«A comment by a user of the short-time work program ②»

"I like my present job very much and chose to keep it without hesitation upon learning that I was pregnant. I returned to the same job I had prior to childbirth, just as desired, and am now working on a short-time work program with my child in a nursery school. My husband takes our child to the nursery school in the morning, while I pick our child up on my way back home. This way I divide the work of childcare with my husband."



(Nana Suzuki, Information Technology Center)

Proceeding with Safety and Health Activities

"Each worker will constantly act 'with safety and health as top priority' and assume leadership in showing an example of ensuring safety and reducing risks, and thereby establish a comfortable environment where everyone can work vigorously and with peace of mind." Under that slogan, each place of business has set up safety and health principles as well as the action plan, and is striving to achieve it.

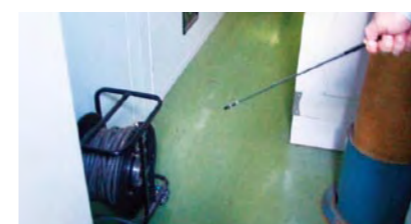
Under the leadership of the Safety and Health Committee at each place of business, we make monthly inspection tours to identify the potential for disaster, take corrective actions, clean the workplace, and plan and organize safety driving and various other training sessions.



A lifesaving seminar to save an injured person or a person suddenly become ill

In order to inspect all safety and health activities from the viewpoint of outside experts, we commission the Japan Industrial Safety & Health Association to diagnose safety and health conditions, identify problems from the status of safety and health control, the actual situation regarding equipment, work methods and other matters, and then take corrective action.

The Toyama Works acquired certification of its Occupational Safety and Health Management System (OSHMS) in June 2001. As the important items of safety



An example of a problem pointed out in the safety and health diagnosis by the Japan Industrial Safety & Health Association (a cord reel left in the corridor, posing the risk of causing workers to stumble and fall)

and health activities for fiscal 2008, we extend the efforts of the Toyama Works to the Hamura Works and Koganei Works in an attempt to reduce disaster risks.

Efforts of Health Care and Disease Prevention

To curtail medical expenses in the future, we engage in a variety of efforts to encourage colleagues to change their behavior and improve their lifestyles by such means as:

- increasing the percentage of people receiving physical checks to detect lifestyle-related diseases, and
- reactivating activities to prevent lifestyle-related diseases and metabolic syndrome.

To reduce mental diseases, we provide:

- training for managers,
- training for colleagues, and
- case management (once a month).

In so doing, we work to take corrective action and prevent such diseases.



"From this year on, people with metabolic syndrome will receive our guidance to improve their eating habits and engage in physical exercise."
(Ms. Morita and Ms. Ueno, the health experts in charge of guidance)

Disaster Prevention

The private firefighting team of the works receives periodic training once a month and engages in training for initial firefighting, evacuation guidance, reporting and emergency rescue. They also attend private fire brigade training examination sessions sponsored by the local fire department to demonstrate the results of their training.



A firefighting scene where water is being poured, showing the private fire brigade engaged in excavation training.

At the Koganei Works, evacuation training is provided for the entire works in conjunction with the Kodaira Fire Department and plays a central role in disaster prevention activities. It also has an agreement with the city of Kodaira whereby, in the event of fire in the neighborhood, the private fire brigade will participate in firefighting activities.

What is OSHMS?

- ① OSHMS stands for "Occupational Safety & Health Management System."
- ② This system is designed for the organization to identify risks to colleagues as related to occupational safety and health in their business, propose and implement actions, and thereby reduce the incidence of problems.

