



# With Our Colleagues

“People” are the axis of all business operations. We engage in various efforts to enable various personnel to fully demonstrate their abilities just as they like.

## Our group’s development of human resources

We train human resources to fulfill the mission of the medium-term managerial plan: to be “social innovators trusted by customers and creating new value in the next era.”

### Our basic philosophy on developing human resources and basic principle for the present fiscal year

Our basic philosophy is to train human resources who “learn on their own, think on their own, and act on their own.”  
 The basic principle for the present fiscal year presents the following four points in an attempt to realize HiKQ innovation:  
 I. Training human resources able to create new business  
 II. Training human resources able to get things done  
 III. Training human resources able to activate the organization  
 IV. Training human resources able to conduct their basic tasks securely

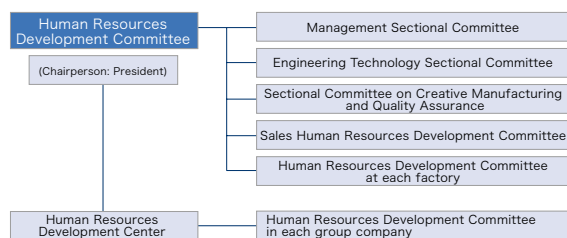
### Training human resources by using a map of technical and sales human resources

In 2009, we prepared a map for monitoring the skills of all our engineers. In fiscal 2010, we will monitor the skills of our salespersons as well for a further functioning of the map. More specifically, we will proceed to training measures and self-education related to the technical and sales skills which are connected with the results of the customer satisfaction survey.

### Assessment of management skill

The ability level table that we have used before in taking measures to train project leaders will be extended to executives and young leaders. In those efforts, the evaluation of “ability to respond to stakeholders” is an approach for evaluating the skill of managing the relationship with customers and others concerned with the company.

### Human resource development system



\*Roles of the second tier committees of the Human Resources Development Committee: The sectional committees are for common or intersectional training measures applied to the whole corporation. The Sales Human Resources Development Committee and those below implement training measures in each section.

### Assessment of management skill (to respond to stakeholders)

#### Evaluation items (examples): for customers

- Level 5: A long-term relationship of confidence is established with customers, proposals are continuously made for enhancing customer value into the future, and the personnel can implement them.
- Levels 2 to 4: (Omitted)
- Level 1: No analysis is conducted of the customers, and the personnel are passive.

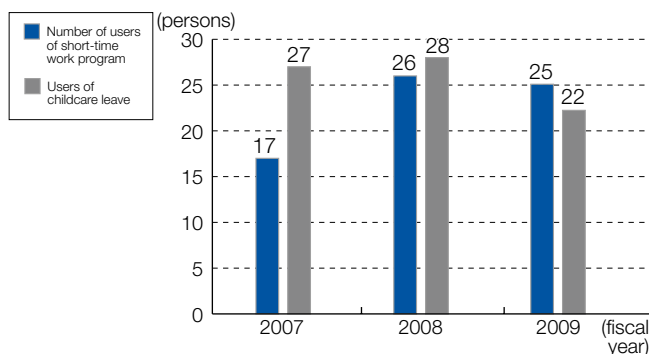
## Support for achieving work-life balance

Efforts are made to enhance the programs in order to allow colleagues to balance their work with family life and realize diverse ways of working and living, including childbirth and child care.

In fiscal 2009, we worked to establish the following programs based on the revision of laws and other trends, and initiated the programs on April 1, 2010.

- 1) Even if one’s spouse is a dedicated homemaker (whether male or female), one can take child care leave.
- 2) If one’s spouse takes child care leave from the workplace, one can take child care leave for a required period of up to one year until one’s child becomes one year, two months old.
- 3) The number of days leaving for nursing a child and the reasons for acquiring leave are extended.
- 4) Nursing care leave is established.
- 5) A leave program is established for cases where one accompanies one’s spouse assigned to work overseas.
- 6) A colleague engaged in child or nursing care, in cases applied, will be exempted from unspecified work and entitled to a time limitation.

### Numbers of users of childcare leave and short-time work programs (the Company only)



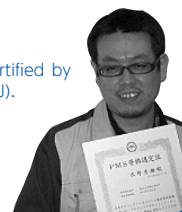
## HiKQ ACTION

By using the map of technical and sales human resources, you can see how high your skills are at the moment in a given field. Moreover, the map for fiscal 2010 can be compared with that of the previous fiscal year, so that we can use it for progress control as well. Because management skills are required in my present work as part of the engineering department, I acquired a PMS\* license. I wish to use these enhanced skills in my work.

\*PMS (Project Management Specialist): A license certified by the Project Management Association of Japan (PMAJ).

### Hideki Mizuno

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## Safety and health activities

Upon the occurrence of the leave accident in October 2009, we have further stepped up various safety and health activities targeting the “buildup of a safe workplace free of accidents.” In addition to the efforts hitherto conducted, we “thoroughly ensure the basics and rules again,” “re-inspect safety equipment,” “learn from previous disaster cases,” and “improve safety awareness by using posters and holding morning meetings on safety.” In so doing, we will continue our efforts with our nerves braced in an attempt to reduce the incidence of disasters to complete zero.



## Disaster prevention

Each factory conducts evacuation drills every autumn. Our Koganei Works conducts evacuation drills as joint exercises with the Kodaira Fire Station, and the evacuee colleagues and the self-defense fire-fighting team that lead the evacuee colleagues experience the drill while imaging “a disaster actually took place.”

In the meantime, the Koganei Works has signed an agreement stipulating that, in the event of a disaster due to an earthquake, it will engage in fire-fighting activities in conjunction with the Kodaira Fire Station, Kodaira City, and other business establishments in the community. The works further enhances its fire-fighting and disaster prevention system, while reinforcing its collaboration with local community residents.



Joint exercises with the Kodaira Fire Department

## HIKQ ACTION

The self-defense fire-fighting team not only trains for “fire fighting” but also for “emergency rescue” as well. In evacuation drills, they assume a situation where people are injured and demonstrate tension-filled rescue activities just like the real thing, such as first aid to treat injuries, resuscitation of the heart and lungs of unconscious victims, and defibrillation by AED. From contacting the fire department by dialing 119 until the fire engines and ambulances arrive, we wish to keep in mind that the self-defense fire-fighting team “protects the both company and colleagues,” and will continue its training.

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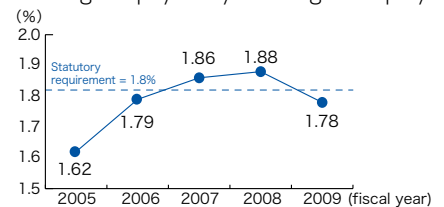


## Promoting the employment of diverse personnel

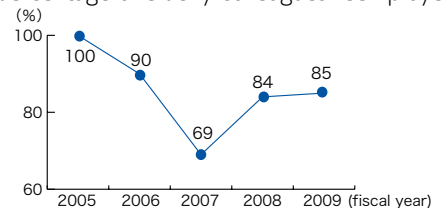
In order to “respect human rights and develop while contributing to the creation of a sustainable society,” we declare in our code of conduct that “we respect the diversity, character, and individuality of all employees, and provide a mentally and physically rewarding workplace environment.” Based on that, we promote the employment of the physically challenged and the reemployment of elderly colleagues.

Regarding the employment of the elderly, we introduced a reemployment program that extends the employment of retired colleagues to 65 years old at most, starting in fiscal 2005. We convey the skills of experienced personnel to younger personnel while providing a rewarding workplace. On the other hand, for the employment of persons with disabilities, we work on an ongoing basis to increase employment opportunities toward achieving the statutory required percentage of such employment at 1.8%. We intend to continue our efforts to arrange a lively workplace environment by making much of the personalities of individual workers in order to gain the satisfaction of each and every colleague.

### Changes in the percentage of physically challenged employees



### Changes in the percentage of elderly colleagues reemployed



## HIKQ ACTION

Since I entered the company in 2005, I have been working on engineering management. I walk slowly, but am surrounded by very kind-hearted people who volunteer to walk as slowly as I do, and who are willing to wait for me with the door open on the staircase. In my private life as well, I engage in wheelchair basketball games and other activities, thereby spending worthwhile days both publicly and privately.



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