

## Promoting female employees

INOAC positively uses female employees and creates an environment where female employees can contribute to the company, fully demonstrating their skills and knowledge for their work after we bring out their potential. Every year, we hold a seminar on promoting women's success at work, aimed at female candidates for management positions to encourage them to broaden their perspectives and advance their careers. We also hold a seminar every year aimed at male managers on the subject of promoting women's success at work. In this way, we are creating a system that supports female employee success.

## Work related to the enforcement of the Act on the Promotion of Female Participation and Career Advancement in the Workplace

Following the enforcement of the Act on the Promotion of Female Participation and Career Advancement in the Workplace in April 2016, we have been engaged in promoting women's success at work with the three goals below. They are designed to encourage female employees to demonstrate their potential and develop their careers in many departments over a period of five years from April 1, 2016 to March 31, 2021.

### Goals

- 1 To raise the proportion of female subsection chiefs to that of male subsection chiefs, we will aim to promote 10% of female candidates to the position of subsection chief this term.
- 2 To find more female candidates for management positions, we will increase the proportion of female participants in training courses for mid-grade employees and subsection chiefs to 10%.
- 3 We will make the usage rate of managers' annual paid vacation equal to that of general employees'.

## Employment of challenged persons

In order to realize a society where everyone's possibility is broadened, we actively hire challenged persons. By doing so, we found that employees become more considerate toward others and that it creates heightened awareness.

## Users of the continuous employment system

Since January 2015, we have been actively engaged in creating an environment in which senior citizens can effectively put their careers to use. We are increasing wages for employees who continue to work with us, thereby introducing a system that makes it worthwhile to rise to positions of responsibility.

## Welcoming international employees

We invite international employees working at overseas local subsidiaries to the mother plant in Japan and welcome them as trainees to improve their techniques and skills for human resource development. By bringing back and utilizing their knowledge and experiences learned in Japan, localization is facilitated and globalized know-how is handed down. We also welcome technical interns from overseas local subsidiaries. Working at a specific production site for a certain period of time in Japan allows them to return home and contribute to work site improvements.

## System to support balancing work and childcare

We are working to support creating a balance between work and family to have an employee-friendly workplace and promote women's remarkable work. According to the regulations regarding childcare leave, employees are able to take leave until the child is two years old. Special (paid) leave is also available to attend to sick or injured children: five days are provided to employees with one child and ten days to employees with two or more children. In addition, we offer a system of reduced working hours, which can be used for up to three years (available until the child finishes third grade in elementary school). We also institute five days of special paid leave when a spouse gives birth to a baby.

### List of systems to support balancing work and childcare (enforcement year)

- Maternity leave for spouse (before 1980)
- Implementation of flextime system (1990)
- Regulations regarding family care leave (1990)
- Happy holiday leave (1991)
- Regulations regarding childcare leave (1992)
- Regulations regarding measures for maternity health management (1998)
- System for paid half days off (2000)
- Family support holiday leave (2005)
- Sick/injured childcare leave (2005)
- Regulations regarding childcare leave amended (leave period extension) (2005)
- System of reduced work hours for childcare (2008)
- Family care leave (2010)

## Employee Education

Employee Education is offered by the Global HR Division as opportunities for INOAC Group employees to grow and enhance their abilities. As part of Employee Education, 50 types of programs are available that offer a wide range of training, from introductory training for new employees to those for employees in management positions. The training programs are available throughout the year. In addition, we also offer an OJT system and support for acquiring qualifications.

## Stratified Education

The company offers Stratified Education for employees to understand the roles they are expected to fulfill at different levels of employment as new employees, young employees, mid-grade employees and managers. The programs help employees acquire the knowledge and skills necessary to fulfill such roles. Stratified Education combines a balance of awareness education, knowledge education, skills education and management education to improve the abilities of our employees. Some programs include lodging training and networking within the company.

## Professional Training

Professional Training aims to provide employees with basic knowledge, specialized knowledge and skills required for their fields of work.

**Sales sections:** Trainings that aim to enhance the sales skills of employees at the beginner and medium levels.

**Engineering sections:** Trainings to learn about the basics of engineering (from material design to formation to post-processing) and about intellectual property (such as drafting applications and conducting patent searches), etc.

**Manufacturing sections:** Trainings on the basics of manufacturing, handling machinery and electricity, etc.



## Global HR Development

The INOAC Group deploys its factories and offices globally in more than 50 locations. In order to develop the human capital that is ready for progress in globalization, INOAC stresses its Global HR Development activities. One such program is the Pre-Overseas Work Training, which is held over the course of a year. Units are prepared for employees who are candidates for overseas posts on topics such as risk management, mindset, communication and specialized education, all of which facilitate a reformed global awareness. The training system is systematic and also includes an opportunity for candidates to listen to the experiences of senior employees posted abroad. Furthermore, starting this year, we rolled out the new Trainee System, which allows young employees to experience practical training abroad. With this program, we are aiming to develop global leaders at an early stage, who will go on to fulfill central roles, whether in Japan or abroad, as intermediaries to the world.

## Harassment prevention

INOAC implements the following measures against harassment in the company.

- 1 **Declaration and publication of company policy**  
INOAC declares the company policy concerning harassment including sexual and power harassment.
- 2 **Establishment of consultation desks**  
Consultation desks to address harassment in the workplace are established in the Global HR Division in each area on a nationwide scale. Consultation desks for women and labor union consultation desks are also established.
- 3 **In-house research on actual conditions**  
The Power Harassment Questionnaire is administered annually to all employees to gain an understanding of the actual conditions.
- 4 **Harassment education**  
All managers at INOAC are required to attend the Harassment Lecture.

## Personal development

The Distance Learning Program and Qualification Acquisition Support Program are available for employees who are looking for motivation to learn. The Distance Learning Program offers 100 courses every year and participants get a refund of half the cost upon completion of the course. With the Qualification Acquisition Support Program, the company sponsors employees to take qualification exams that have been recognized by the regulations. Through these sorts of continuous efforts, the entire company is engaged in supporting personal development.



## Principles and basic policy for safety

- ① Safety is the basis of the very existence of the company.
- ② All accidents and hazards are preventable.
- ③ Safety is achieved through the awareness and responsible action of each employee.

Based on the safety policy above, safety is prioritized above all, and this is demonstrated through action. The practice to stop, call and wait when a risk is predicted is also being followed. Our yearly activity plans include activities organized by the Ministry of Health, Labour and Welfare and monthly activities that past disasters have taught us to be of critical importance. We strive to improve the safety, health and disaster prevention levels at all of our locations by repeating training and improving any weaknesses we find in our safety, health and disaster prevention assessments.

## Safety Practitioners Conference

1. Summary from the FY 2018 Conference
  - ① Reports on safety, health and disaster prevention activities
  - ② Statistics and analysis of disasters in the INOAC Group
  - ③ Notices and changes in the Industrial Safety and Health Act
2. Education and awareness raising to prevent occupational accidents
  - ① Efforts to prevent occupational accidents
    - Kyushu and Tohoku (via TV conference)
3. Policy for FY 2019
  - ① Explanation on safety, health and disaster prevention activities in FY 2019
  - ② Proposals from the Work Union



Safety Conference

## All INOAC safety and health committee meetings

The following safety activities are led by the top management and attended by all members of the company.

- ◎ Central Safety and Health Committee meeting: Held four times a year
- ◎ Field inspection by officers: Held twice per year
- ◎ Safety Practitioners Conference: Held six times per year
- ◎ Safety and Health Committee meeting at each location: Held monthly

Through these activities, INOAC enhances the company-wide awareness of safety, health, disaster prevention and building organizational culture. We hold these meetings on safety to prevent the reoccurrence of disasters.



Field safety inspection by top management

## Developing safety-conscious workers with the Safety Dojo

The Safety Dojo lets employees experience work hazards in safe settings using 15 simulators that enable the employees to see, hear and feel the hazards. The experience helps build a workplace capable of achieving the zero-disaster standard by enabling the employees to become more sensitive to potential hazards, able to predict them and ensure safe work practices.



Safety dojo (1,000 people have participated)

## Activities to enhance employee health

Managers are improving to enhance their skills and knowledge so that they can lead by example.

- ◎ Establishing mental health and harassment consultation desks
- ◎ Establishing an outdoor smoking space to separate smoking
- ◎ Reducing road surface temperature as an environmental measure
- ◎ Organizing education and trainings by industrial physicians and the health insurance association
- ◎ Taking preventive measures against heatstroke



Heat insulating pavement (reducing road surface temperature by reflecting infrared rays)

## Disaster prevention activities

Acting under the Crisis Management Regulations helps minimize damage by natural and other disasters and ensures early restoration.

1. Large earthquakes
  - ◎ Measures to alleviate earthquake damage to buildings and facilities
  - ◎ Safety and disaster prevention equipment and stockpiles for earthquakes
  - ◎ Post-earthquake response
  - ◎ Stockpile of mattresses to contribute to the community
2. Measures against fires, storms, and floods
  - ◎ Prevention of fires and explosions in manufacturing facilities
  - ◎ Preparation and establishment of structures against storm and flood damage
  - ◎ Establishment of a weather information distribution system
3. Disaster prevention education
  - ◎ Establishment of a disaster prevention training center



Disaster prevention training center