



## Relations with Employees

Nurturing originality and the spirit of innovative challenge, we aim to create energetic workplaces where dreams abound, by stimulating workplaces and raising the level of organizational capabilities through improvement activities.

### HR function policy

We are promoting development of human resources who can play active roles in constantly changing environments, are developing work environments where each and every one of our employees can work safely and healthily, and are building various systems to bring out employees' enthusiasm toward challenges.

#### Thorough implementation of safety first

- Promotion of risk assessment activities toward zero industrial accidents
- Creation of workplaces where major industrial accidents will not be allowed to happen

#### Development and acquisition of human resources, and improvement in labor quality

- Construction of a human resources development system that can develop people (Creation of a framework for human development)
- Construction of a structure that constantly produces the next generation's successors
- Development of work environments for new value creation (Work-style reforms)

#### Activities as a corporate citizen and the maintenance and construction of healthy employer-employee relationships

- Promotion of activities for preventing violation of legal compliance obligations and corporate scandals
- Strengthening of the labor foundation which contributes to the stable operation of overseas companies

### Human resources development policy

In order to develop our employees' abilities, we provide training by job grade, by function and by workplace, and work on the development of creative personnel who will be able to inherit and pass on specialized knowledge and respond to diverse changes.

We develop creative human resources who will be able to inherit and pass on specialized knowledge and respond to diverse changes.

#### Training system chart (Summary)

Training categories Job grade	Training by job grade						Training by workplace	
	Recognition of roles / management		Problem solving		Human resources development			
	Clerical / engineering	Technical skills	Clerical / engineering	Technical skills	Clerical / engineering	Technical skills		
General manager	Training for new general managers		Problem solving training for line managers (division managers and department managers)				Training in each workplace	
Deputy general manager	Training for new deputy general managers							
Section manager	Training for new section managers							
Assistant manager	Training for new assistant managers		Problem solving training for mentors for new employees		OJT training			
Instructional positions		Training for new team leaders		Problem solving training for team leaders	OJT training for mentors for new employees	TWI-J (Training on how to teach work)		TWI-R (Training on how to handle people)
Staff	Training for new employees		Problem solving training for new employees					

Training categories Job grade	Training by function						Global human resources development (Employees in overseas companies)
	3E activities (Small group activities)	Training for functional divisions	Training on specific techniques and skills	Global human resources development (Domestic employees)	Support for self-development	Other	
General manager	Supporter / promoter training	"How-to-teach improvement training" for functional divisions	<Education on production engineering and skills> • Education on advanced skills • Education on basic skills <Development of professional engineers> • National trade skills tests • In-house trade skills tests  Tokai Rika Training School Training for TR Training School students	Training for personnel who have been notified of an expatriate transfer (Training on language, culture, and by function)	TOEIC / IP	• Education on legal affairs • Statutory education related to general affairs • PL education • Education on health and safety • Education on labor affairs management • Education on cost management • Computer education • Education on quality management • Education on technology development • CAE education • Education on production engineering • Technical education on high-pressure gases • Environmental education • Education on production control • TPS education	• Overseas employees acceptance training <Indirect> • ICT training • HIDA training <Direct> • Global training • Production engineering skills training
Deputy general manager							
Section manager							
Assistant manager							
Instructional positions							
Staff							

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Examples of training

TRBR (Brazil)

TRBR conducted training regarding the principles of molding and the basics of plastics.

The company aims to develop human resources who have acquired expert knowledge about the properties of materials and methods for investigating causes, etc. and are able to give guidance to local staff.



I will carry out work on the basis of the content of the education on resin molding that I received this time. In my own workplace, I will also carry out work while keeping in mind shortening the lead time for new products and ensuring quality.



Voice

Wender Marcos Cabral

TRP (Philippines)

TRP conducted training for improving the level of molding skills. The aim of the training is to shorten lead times for new products, because manpower in the molding trial group has been insufficient owing to an increase in the number of new products.



We give top priority to safety and put activities for maintaining quality into practice.

We will perform work in TRP by making use of what we have learned.



Voice

(From the top left) Carlo Marquez  
Genogaling Ronie  
(From the bottom left) Jeffrey Villerpando  
Alonzo Losabia

Tokai Rika Training School (Faculty of Machinery Processing, Faculty of Electronics)

We develop human resources who are outstanding in terms of their minds, skills and physical condition, and who simultaneously possess the attributes "a challenging mind," "morals as a business person" and "the techniques and skills required to be able to respond to the needs of the workplace," in order for them to be the "core" of Tokai Rika in the future.

Education policy

- Emphasizing education that is rich in humanity and engenders a spirit of self-motivation and cooperation
- Emphasizing education in the practical skills and practical business which form the basis of Monozukuri
- Developing core human resources who will carry our Monozukuri on their shoulders
- Developing human resources who are strong in terms of both their hard-side and soft-side skills

Education on specialized knowledge and skills

We aim to pass on and raise the level of the "TR Core Skills" required to achieve the top level in the industry and the same quality around the world, and support the development of human resources who will function as axes in their workplaces. (We also accept people from overseas and domestic affiliated companies.)

Tokai Rika Technical Exchange Meeting

Every year, certified skilled workers compete in seven kinds of events, including machine inspection and elements of machinery. The purposes are "to aim for improvement in the level of skills in order to achieve an upward trend with regard to skills," "to pass on the skills of skilled engineers that were acquired through work to young technicians in order to improve the skills of young engineers," and "to widen the circle of engineers who work for Tokai Rika and aim to achieve a corporate climate in which advantage is taken of horizontal connections."

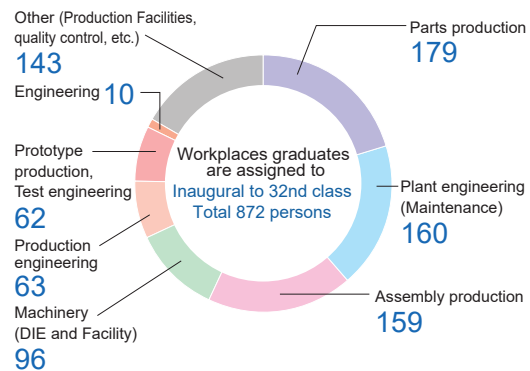


Scene of education



Scene of education at the school

List of divisions the graduates belong to



Tokai Rika Technical Exchange Meeting

Competitors

78

**Employee skills awards** Here, we introduce six employees who received awards and recognition this fiscal year.

**National "Medal with a Yellow Ribbon" Award**

Mr. Ota has high-level skills regarding development, design and manufacturing of processing devices in fields such as metal processing and resin molding. He has also achieved energy and labor saving related to the development of material feeding equipment in die casting. In the field of resin molding, he has contributed significantly to productivity improvement through the development of small injection-molding machines.

I think that this award was really given to the company that gave me the chance and my senior coworkers who gave me guidance. I think that it will be my turn to receive the award when someone I gave guidance to receive it, and I will make it my priority to develop junior members.



**Voice** Facility and Machinery Engineering Division  
**Masaya Ota**

**Prefectural "Aichi no Meiko" ("Master Craftsmen of Aichi") Award**

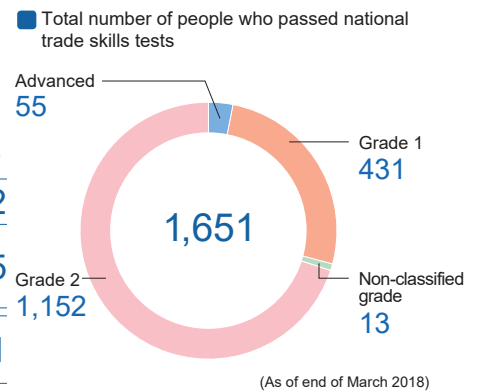
Five members of our company were awarded by Aichi Prefecture for having outstanding skills and having contributed to the society with their skills.

**Award winners**

Hirota Kamiya (Human Resources Development Division)
Akihiko Suzuki (Facility and Machinery Engineering Division)
Masato Kono (Prototype Production Development Division)
Keiichi Sekimori (Security Production Division No. 2)
Takahiro Kuwahara (DIE and Machinery Engineering Division)

**People who have passed technical skills tests**

National technical skills tests	People who passed skills tests in FY 2017: People who were recognized as having a combination of technical skills:	102
In-house technical skills tests	FY 2017 People who passed advanced-level tests: FY 2017 People who passed mid-level tests:	5 1 14



**Creating workplaces where people can work with peace of mind**

With keeping employees safe and healthy and aiming to achieve comfortable workplace environments as our basic principles, we are promoting health and safety activities and are working to create safe and secure workplaces.

With the aim of achieving "zero industrial accidents," we are implementing continuous initiatives under our basic policy on health and safety.

- Inspection activities to ensure safety
- Activities to raise safety awareness
- Activities to create comfortable workplaces
- Environmental improvement activities for workplaces where harmful substances are handled
- Activities for building mental and physical health

**Safety activities**

**Basic policy on health and safety**

- 1 Safety takes priority over everything else
- 3 Our health is a treasure we protect by ourselves
- 2 Following the rules is the basis of safety
- 4 Our wish is to achieve "0 (zero) accidents"

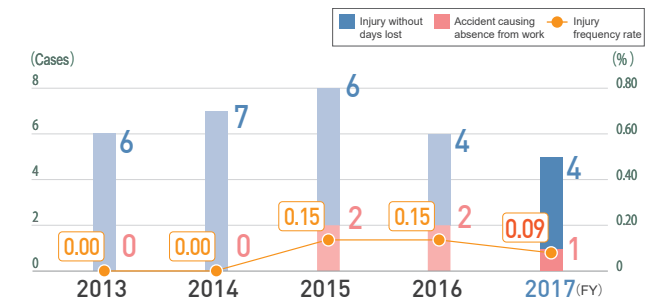
**Slogan**

Safety takes priority over everything else, and our wish is to achieve "0 (zero) accidents"

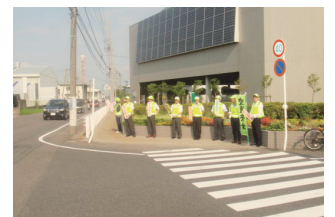
**Safety-awareness Dojo**

In order to prevent industrial accidents involving employees of and persons related to our company, we conduct experiential and participatory health and safety education. Together with getting them to learn about how frightening the dangers are, about the dangers that lurk nearby, how necessary the idea of health and safety is, and how to reflect and deploy these in everyday safe work, we improve their skills with regard to health and safety.

**Status of industrial accident occurrence in FY 2017**



Risk assessment education



Traffic safety sentry activities



Global trainees at the Safety-awareness Dojo

**Safety-awareness Dojo trainees (FY 2017 results)**

Head Office	Honsha Plant	Toyota Plant	Otowa Plant
233	200	194	320

Relations with Employees

Health promotion activities

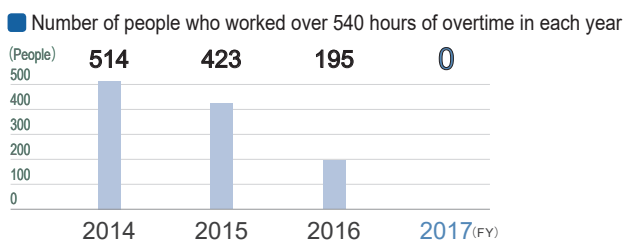
Taking into consideration employees' health, we run events to encourage lifestyle improvements with regard to nutrition and exercise, for example providing healthy menus in the cafeteria, and holding exercise classes, health classes and in-house relay marathons.



Work-life balance

Activities for reducing working hours

In April 2017, we set the maximum annual overtime hours to 540 hours in order to correct working long hours, and strove to reduce working hours. We are promoting the improvement of work efficiency through work-style reforms and activities at each workplace, and this has been bringing good results. We will continue to work on it, aiming to get the climate firmly established.



Activities for nursing care support

We provide support to balance work and nursing care by, for example, establishing a nursing care leave system that goes beyond what is legally required (within 365 days, no limitations on the number of times it can be taken), and providing a short working hours system for nursing care (within three consecutive years starting from the date of using the system, no limitations on the number of times it can be taken). In December 2017, we held nursing care seminars at the Head Office, Toyota Plant and Otowa Plant, and about 90 people participated.



Nursing care seminar

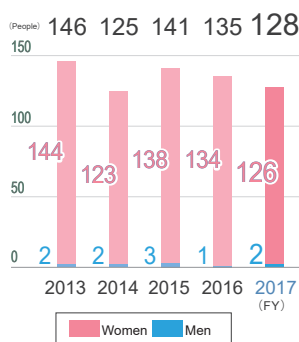
Cut out zero annual paid holidays

Labor and management carried out leave-taking promotion activities toward "cutting out zero," in order to refresh minds and bodies, reduce the total working hours, and improve planning and efficiency. Specifically, we developed an annual acquisition plan for each individual, held progress check meetings between labor and management, and conducted follow-ups to achieve the target.

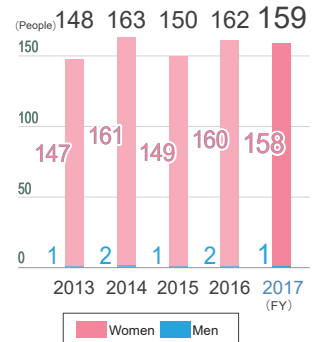
Activities for childcare support

We continue to work on balancing work and childcare by, for example, establishing a childcare leave system that goes beyond what is legally required (until the child turns two years old, regardless of the childcare situation), and a childcare shortened working hours system (until completion of the first grade at elementary school). In 2008, we acquired "Kurumin" a certification mark for the "Act on Advancement of Measures to Support Raising Next-Generation Children." Since November 2017, we have been offering childcare for employees' children (up to third grade at elementary school) in the company on holiday working days.

Number of people who used the childcare leave system



Number of people who used the childcare shortened working hours system



Childcare on holidays



"Kurumin" a certification mark for the "Act on Advancement of Measures to Support Raising Next Generation Children"



## Diversity activities

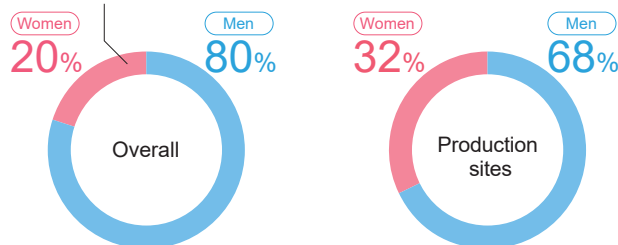
We deal with many small and delicate parts, including switch products. Our production sites, in particular, have become a place of active participation for women, who are good at detailed jobs. We work on creating environments that continuously support active participation for women in order to bring out to the maximum the skills each individual has honed.

In November 2017, we received the "Eruboshi" certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace (also called the Act on Promotion of Women's Active Participation).



### Employee ratio by gender

Women in managerial positions: 77 (About 6% of all female employees)



## Harmonizing with the labor union

We have built a good employer-employee relationship with the Tokai Rika Labor Union, on the basis of the idea of "mutual trust and mutual responsibility between employer and employees." Respecting each other's standpoints, we have established works councils, safety and health committee meetings, etc., and periodically hold discussions with the aim of creating workplaces that are easy to work in.



New equipment inspection



Safety & Health Committee

## Building bridges to local communities and families

### Holding sports lessons

Sport clubs owned by our company, namely our Baseball Club and Softball Club, not only boost the unity of the company and the morale of employees, but also actively take part in volunteer activities to become a bridge between local communities and the company.



Baseball lesson (Baseball Club)



Softball lesson (Softball Club)

### Open House 2017 (Children visit parents workplace)

Holding an open house, where we invite our employees' children to the company, plays a role in improving family communication by raising the children's interest in society and work through getting to know about their parents' company and workplaces. Furthermore, we aim to promote a good balance between work and life (work-life balance) by creating an atmosphere in workplaces that values employees' families, at a company level.



Science class



Manufacturing class

### Oagata Shrine Honen Festival

As a part of the memorial event in which we celebrated the 70th anniversary of the company, we offered a large round rice cake at the Honen Festival of Oagata Shrine, which has long been watching over the Owari region, where our Head Office is located. On the premises of our Head Office, employees worked together to make a large round rice cake. On the same occasion, an event was held to express gratitude to the region, to which employees' families and neighboring residents were invited.



Making an offering



Making a rice cake