

## ► Social Activities



### Relations with Employees

Nurturing originality and the spirit of innovation, we aim to create energetic workplaces where dreams abound by stimulating our 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 widely changing environments, developing work environments where

each and every one of our employees can work safely and healthily, and building various systems to bring out employees' abilities and enthusiasm toward work.

#### Thorough implementation of safety first

- Promotion of risk assessment activities toward zero industrial accidents
- Creation of workplaces where major industrial accidents will not occur

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

- Construction of a human resources development system that can nurture people (Creation of a framework for human resources development)
- Construction of a mechanism 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

## 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.

#### Basic policy on health and safety

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

#### Health and safety activities

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

#### Slogan

With safety taking priority over everything, our wish is to achieve "0 (zero) accidents"



Training for new employees on KY (hazard prediction)



Safety convention for constructors

## 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 training. Together with having them 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 safe daily work, we improve their skills with regard to health and safety.



Safety Awareness Dojo

Safety Awareness Dojo trainees (FY 2019 results)

Head Office

287 people

Head Plant

212 people

Toyota Plant

214 people

Otowa Plant

196 people

Relations with Employees

Health and Safety Committee

We have appointed a Health and Safety Committee on the basis of the Industrial Health and Safety Act. Our Central Health and Safety Committee meeting is held twice a year and our Regional Health and Safety Committee meeting is held once a month. At these meetings, we discuss labored-related accidents, confirm operations related to health, improvement activities, and more. We strive to create a workplace that is safe and pleasant.



Health and Safety Committee

Building mental and physical health

In April 2019 we issued the “Tokai Rika Group Health Declaration,” and are proactively implementing measures to maintain and improve employees’ health; we have also acquired the certification as a Health and Productivity Management Outstanding Organization (White 500).

Physical health initiatives

We implement various measures to maintain and improve employees’ health so that employees can work healthily and vigorously.

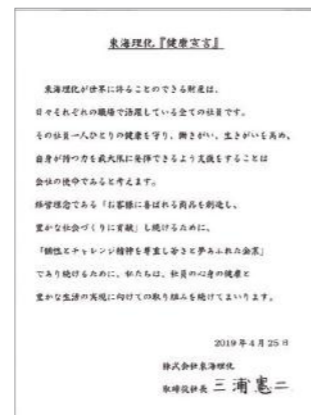
Main health activities

- Health Challenge 10: An activity that encourages each employee to practice more of the 10 health habits.
- Workplace challenges: An activity to promote health at the workplace level.
- Physical fitness measurement
- In-house relay marathon event

Mental health initiatives

We carry out mental health training by job grade to improve the awareness and knowledge of employees regarding mental health.

We also conduct stress checks on all employees and feedback the results of organizational analysis to their workplaces to promote improvements in the workplace environment.



Tokai Rika Group Health Declaration



In-house relay marathon event



Health challenge 10

Human resources development initiatives

We have built a personnel system in which each employee can participate actively and grow. We firmly implement the “cycle of active participation and growth” by having an interview twice a year between superiors and subordinates and conducting training consisting of three pillars: training by job grade, function, and workplace.

Cycle of active participation and growth



Training system chart (Summary)

	Training by job grade (Implemented by Human Resources Div.)			Training by function (Implemented by division in charge of each type of training, company-wide training)	Training by workplace (Implemented in each workplace)	Global training
	Recognition of roles	Human resources development	Problem solving			
Managerial position	Training for new general managers Training for new deputy general managers Training for new section managers			<ul style="list-style-type: none"> <li>Health and safety training</li> <li>Labor management training</li> <li>3E activities</li> <li>Legal affairs training</li> <li>Information security training</li> <li>Accounting fraud prevention training</li> <li>Cost management training</li> <li>Quality training</li> <li>Quality and technical management training</li> <li>Technical development training</li> <li>Production engineering training</li> <li>Technical training on high-pressure gases</li> <li>Environmental training</li> <li>TPS training</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety training</li> <li>Production engineering skills training</li> <li>Language training</li> <li>Legal affairs training</li> <li>Statutory training related to general affairs</li> <li>CATIA_V5 training</li> <li>CAE training</li> <li>Quality and technical management training</li> <li>Quality training</li> <li>Technical development training</li> <li>Production engineering training</li> <li>Technical training on high-pressure gases</li> <li>Environmental training</li> <li>Production control training etc.</li> </ul>	<ul style="list-style-type: none"> <li>Training for overseas expats</li> <li>Different cultures</li> <li>Management</li> <li>Labor management</li> <li>Language training</li> <li>Specialized knowledges</li> </ul>
Assistant manager	Training for TWI-JJ/JP instructors Training for new assistant managers					
Instructional position	Training for new team leaders Training for instructors of new employees	TWI-JJ/JP training	<ul style="list-style-type: none"> <li>Problem-solving training for team leaders at plant divisions</li> <li>Training for instructors of new employees</li> </ul>			
Staff / new employee	Training for new employees		<ul style="list-style-type: none"> <li>Problem-solving training for second-year employees</li> <li>Problem-solving training for new employees</li> </ul>			
				Training to fulfill the expected role of each qualification	Training to fulfill the expected role in each workplace	Training to fulfill the expected role of overseas subsidiaries

Main training conducted in 2019

Training name	Timing of implementation	Training period	Number of participants	Eligible employees
Training for new employees	April 2019	One month	170 people	New employees
Training for new general managers	June 2019	One day	12 people	New general managers
Problem-solving training for second-year employees	May-Dec. 2019	Four days	78 people	Second year employees
Training for instructors of second-year employees (Problem-solving)	July-Dec. 2019	Four days	78 people	Instructors of second-year employees
Language training for overseas expats	Year round	Up to 80 hours	39 people	Overseas expats
OJT for overseas employees	June-Oct. 2019 and Dec. 2019-April 2020	Five months	46 people	Overseas employees

Cultivating human resources to be the core of production workplaces

Tokai Rika Academy Training Policy

Cultivate rational and scientific ideas, basic knowledge, and skills.  
 Cultivate the joy of working and a humanity full of creativity and vitality.  
 Train discerning, bright, and healthy minds and bodies through learning and experience.



Tokai Rika Academy training

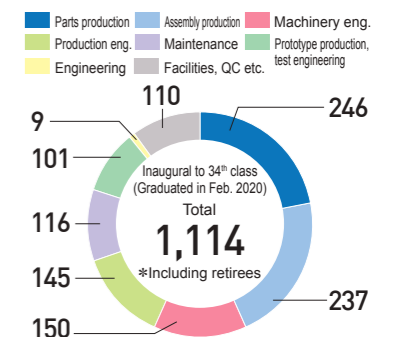
We develop human resources who are outstanding in terms of their minds, skills, and physical condition, and who simultaneously possess the attributes of “a challenging mind,” “morals as a business person,” and “the techniques and skills required to be able to respond to the needs of workplaces,” in order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

In addition, in order to meet a wide range of needs, in addition to the existing Faculty of Machinery Processing, and Faculty of Electronics we established the Faculty of Electric Machinery from FY2019.



Training scene

List of divisions graduates belong to



▶ Relations with Employees

Production employee training

We aim to pass on and raise the level of the “TR Core Skills” required to provide outstanding specialized skills, 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 an axis in their workplaces.

■ Number of participants (FY2019)

Japan	371 people
Domestic affiliated companies	90 people
Overseas subsidiaries	4 people
Total	465 people



Training scene

Topics

Employee skills awards, Prefectural “Aichi no Meiko” (“Master craftsperson of Aichi”) Award

In order to raise general awareness of certified skilled workers, their place in society, and the advancement of technical standards, those who have excellent skills that work within the prefecture and have contributed to society with their skills are awarded the “Aichi no Meiko” (“Master Craftsperson of Aichi”) award. Six employees from our company received an award in FY 2019.

Here we introduce six employees who received awards and recognition this fiscal year.



(From the left) Yamamoto, Goto, Hasegawa, Aichi Prefectural Governor Mr. Omura, Ishii, Koyama, Sakai

■ Award winners

Division	Name
Production Engineering Administration Div.	<b>Toshiyuki Yamamoto</b>
Die & Machinery Engineering Div.	<b>Naomitsu Sakai</b>
Die & Machinery Engineering Div.	<b>Makoto Goto</b>
Facility & Machinery Engineering Div.	<b>Koji Ishii</b>
Security Production Engineering Div. Production Engineering Administration Div.	<b>Toshihito Koyama</b>
Human Resources Div.	<b>Tomohisa Hasegawa</b>

\*Formerly belonged to P. E. Div.

\*Concurrent assignment

Topics

The National Trade Skill Test & Certification (NTSTC)

In FY2019, 117 people passed in 17 tasks of 15 trades. 15 people were commended as combined skilled workers.

	Advanced	5 people	Certified skilled worker for multiple skills
The National Trade Skill Test & Certification (NTSTC)	Grade 1	27 people	<b>15 people</b>
	Grade 2	91 people	<b>Certified skilled worker</b>
	Non-classified grade	1 person	<b>117 people</b>

In-house trade skill test

In FY2019, 24 people have passed in 10 tasks. In FY 2020, we will launch new skill test for the task of housing position indicator to increase the variety of the tests.

	Advanced: 5 people	Certified skilled worker: 24 people
In-house trade skill test	Intermediate: 19 people	

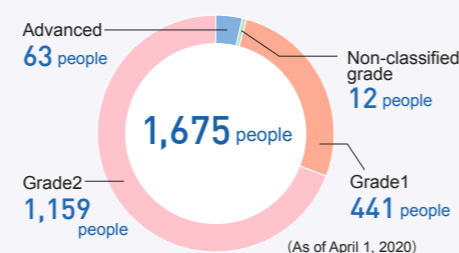
Voice

This time, I was able to pass the special grade of machine maintenance. As I have been also involved in maintenance work in my workplace, I would like to make use of my knowledge in my work, study more, and pass on the skills and knowledge I have cultivated to future generations.



Security Production Engineering Div. Maintenance Engineering Sect. Kiyotaka Imaizumi

■ Total number of people who passed NTSTC



■ Contribution to local communities and development of young technicians

Accepting junior internship interns

We accepted 17 first- and second-year students from the Aichi Sangyo University Mikawa High School in the Faculty of Electrical Engineering and Information Processing on a three-day schedule. We carried out PLC control and low-voltage electrical handling training at Tokai Rika Academy.



Internship

Intern  
**17 people**

Project of local craftsperson utilization

Through the initiative of Toyokawa City, which dispatches local technicians to local technical high schools for the purpose of developing the human resources responsible for the next-generation manufacturing production and rooting them in the community, we have dispatched our certified skilled workers (electronic equipment assembling) to Toyokawa Technical High School for three consecutive years from FY2017.



Project of local craftsperson utilization

Dispatched certified skilled worker  
**1 person**  
No. of instructed people  
**6 people**

Craftsperson III

This is an educational program in which 17 industrial high schools in the prefecture collaborate with local manufacturing companies to acquire practical skills that meet the needs of local industries with a hands-on approach. We have been accepting students from FY2017. In FY2019, second-year students in the Faculty of Electrical Engineering and Information Systems at Toyokawa Technical High School used the summer vacation period to practice electronic equipment assembling for five days at Tokai Rika Academy.



Craftsperson III

No. of students  
**6 people**

■ Tokai Rika's work-style reforms

The purpose of our work-style reforms is for each employee to experience self-growth and to work in a way that makes them happy to work at Tokai Rika, and to improve the company by accumulating these employees' self-growth and satisfaction. We are preparing our workplace environments as a company so that we can respond to changes in the environment with a sense of speed, and realize the feelings of each employee.

■ Tokai Rika's ideal work-style -image diagram-



Activities for reducing working hours

Since April 2017, we have striven to reduce working hours in order to correct long working hours. We have been promoting a work style that considers working hours and the improvement of work efficiency, and this has been bringing us good results. To further reduce working hours, we will promote work efficiency centered on indirect operations.

■ Number of overtime workers over 540 hours (People)

FY 2016	195
FY 2017	5
FY 2018	7
FY 2019	0

■ Work-style reform activities

Revision of meeting	Each division brought issues to light at their meetings and realized efficiency according to the purpose of each meeting. (Review of attendees, holding time, frequency)
Effective use of IT tools	By freely carrying PCs we reduced the preparation time (material printing) and meeting time (material distribution) of the meeting.

Avoiding cutting of annual leave

Labor and management carried out leave-taking promotion activities toward “Avoiding cutting,” (to take annual paid leave as planned to eliminate the expired annual leave) in order to refresh minds and bodies, reduce total working hours, and improve planning and efficiency. Specifically, we develop an annual acquisition plan for each individual at the beginning of the year when annual paid leave is granted, and conduct follow-ups on the status of annual leave acquisition. We also recommend using the annual paid leave system for three consecutive days, with the goal of achieving “cutting out zero.”

■ Achievement status of avoiding cutting of annual paid leave.

	Number of target people	Number of achievements	Achievement rate (%)
FY 2017	4,765	4,371	91.7
FY 2018*	4,909	4,320	88
FY 2019	4,874	4,494	92.2

\*Total no. is from Apr. to Dec. in FY2018. (As granting timing was changed)

Relations with Employees

Work-life balance

We have created an environment where each employee can choose their own work-style according to their life stage, and we are supporting them to work with motivation while balancing job and family. In 2019 we established a new "welcome back system" for employees who are compelled to retire due to spouse transfer, nursing care, or self-development.

Support for balancing work and childcare

We continue to work on balancing work and childcare by, for example, establishing a childcare leave of absence system that goes beyond what is legally required (until the child turns two years old, regardless of the childcare situation), and a shortened working hours for childcare system (until end of the first grade of E.S.). Since FY 2018 we have been offering childcare for employees' children (up to third grade of E. S.) in our Head Plant, Toyota, and Otowa Plants on holiday working days. We are working to create an environment in which employees during the childcare period, who used to have a hard time working on holidays, can work with peace of mind by reducing absences due to childcare and can work according to their intentions.

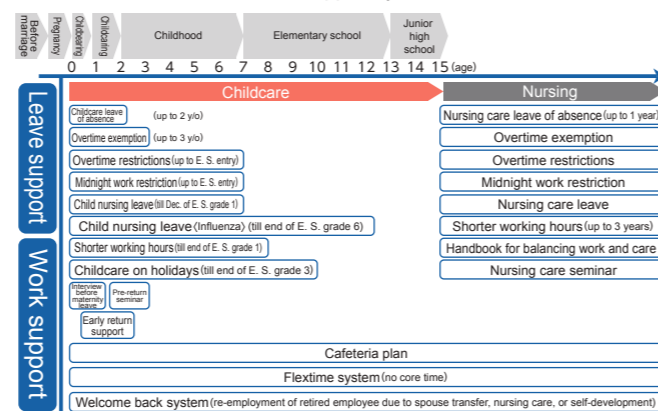
We also have an interview seminar before maternity leave to allow employees who take maternity leave to understand the support system of the company during childcare, share their work-styles after returning with their manager, and return to the workplace with peace of mind.

Support for balancing work and nursing care

We provide support to balance work and nursing care by, for example, establishing a nursing care leave of absence 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). We held a nursing care seminar, which was requested by many employees, and an information exchange meeting regarding nursing care among employees. In 2018, we also distributed a "Support handbook for balancing work and nursing care" to employees who were over 40 y/o to let them know about the systems and raise awareness at each workplace.

\* E. S. = Elementary School

Tokai Rika's work-life balance support systems

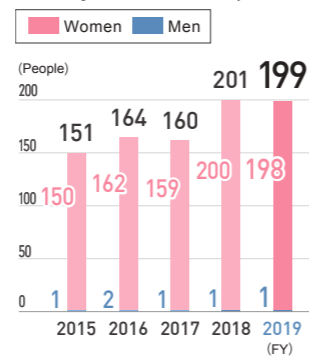


Childcare on holidays



Interview seminar before maternity leave

Number of people who used the shortened working hours for childcare system

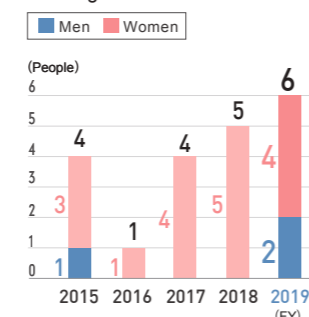


"Kurumin," a certification mark for the "Act on Advancement of Measures to Support Raising Next-generation Children"



Nursing care seminar

Number of people who used the nursing care leave of absence system



Support handbook for balancing work and nursing care

Diversity activities

Promotion of women's active participation

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 delicate jobs. We actively hire female employees through regular recruitment.

We will also listen to the difficulties and opinions of female employees, work to create environments where they can work comfortably, and support them with the aim of employees to play their roles proactively and grow regardless of gender.

In 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).

Employment of people with disabilities

We have clarified the jobs that employees with disabilities can engage in, and are hiring them systematically. They are playing an active role in various workplaces from the production site to the administrative divisions.

Reemployment after retirement

We have established a "reemployment after retirement system" to ensure that all applicants are reemployed in compliance with laws and regulations so that they can work with peace of mind even after retirement.

Healthy employer-employee relationships

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 work councils, health and safety committee meetings, etc., and periodically hold discussions with the aim of creating workplaces that are easy to work in.

Contribution to local communities, development of youth and promotion of sports events

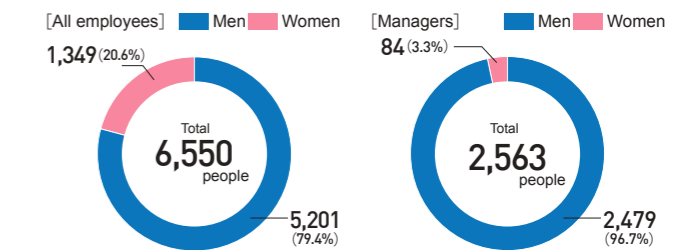
Holding sports lessons

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.

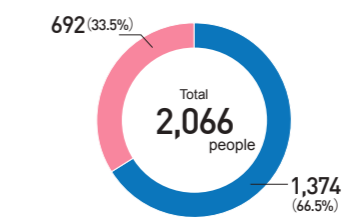
Open House 2019 (Employee families visit our workplace)

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

Employee ratio by gender (as of March 31, 2020)



[Production sites]



Eruboshi mark



Aichi Josei Kagayaki Companies (Certification of companies supporting women's career success)



Central Health and Safety Committee



Employer-Employee Committee



Softball lesson (Softball Club)



Baseball lesson (Baseball Club)



Business card exchange



Facility tour