

# Relationship with Employees

RIKEN TECHNOS GROUP aims to have each employee “attain personal growth through their job,” and in order to create a better working environment, a number of different programs have been established.

## Message from the General Manager of the Administrative Division



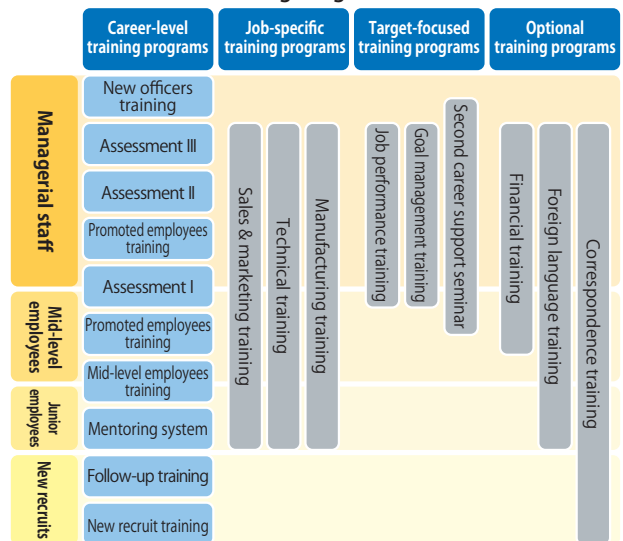
**Junji Irie**  
 Director  
 Managing Executive Officer  
 General Manager of  
 Administrative Division & General  
 Affairs Department

In FY2016, the first year of the current three-year mid-term business plan, RIKEN TECHNOS CORPORATION introduced the executive officer system and became a company with an audit and supervisory committee. For us to truly strengthen our corporate governance, however, we need each and every employee to continue growing and evolving while supporting the company’s foundation, in addition to these reorganized systems. With the aim of nurturing a vigorous organizational culture, we also revised the personnel system to provide promotion opportunities to younger employees. In addition, we are promoting work process reform to achieve work style reform, while creating a system which improves work-life balance. The Administrative Division is working to steadily strengthen the corporate foundation through strategic human resource development.

## Approach to Developing Human Resources

The growth of a company is supported by the growth of each of its employees. We are building a system that fosters mutual growth for both the company and its employees by encouraging dedicated workers under the slogan, “We support employees who aim to grow!” As a part of these measures, we have introduced a personal assessment program, with an interview process to understand the desires, requests, and aspirations of each employee. This will help us to create a better environment for growth. We describe our ideal employee as a person who is independent, creative, and practical. Additionally, to ensure that each employee can carry out his or her role, a job performance assessment program has been introduced into the personnel system to encourage employees to “grow through their work.” By means of these activities, we aim to create a high value-added corporate foundation through the growth of each employee.

### RIKEN TECHNOS Training Programs



## Management Training

RIKEN TECHNOS is also focusing on management training. We send some of our managers to the Globis Management School to provide them with opportunities to hear a variety of viewpoints and learn practical management skills.

### Voice /



**Takashi Yoshino** Group Leader, Corporate Strategy Group, Corporate Planning Department

I am studying at the Globis Management School to learn basic management-related knowledge. During the marketing course, I learnt about markets and competition, and recognized the importance of knowing one’s own company as well as the need to observe from different points of view. Currently, I am taking an accounting course to learn how to analyze a company and understand its state using financial tables. During the course, there were people from financial, food, construction, and medical industries, so I was able to hear opinions that differed from our company by having discussions with people from other industries. I hope to apply what I learnt from the courses in the workplace, and also share them with the relevant departments.

## ▶ Training System

### ● New managerial staff training

New managerial staff training is conducted for employees newly appointed to managerial positions in order to provide them with practical skills and allow them to display strong leadership. A total of five training sessions are conducted over the course of half a year for them to develop attitudes as management and strategic thinking. This year, 20 employees participated in this training.



At a training session

### ● Training at sea

Every year, we participate in training at sea organized by external agencies. Besides learning about the roles of a leader, training at sea provides opportunities to interact with different people beyond the company. Here are what the five participants this year have to say.



Training Ship "Carnival Inspiration"

## \\Voice/



**Yosuke Kobayashi** Compound Production Section, Saitama Factory

I was able to learn and realize many things by having discussions and living together with people from all kinds of occupations. From communicating with many people, I once again felt the importance of "listening attentively and speaking sincerely," something that is stated in the RIKEN TECHNOS WAY. I hope that the company will continue this training at sea program which allows such learning and brings many people such wonderful experiences.



**Nobuyuki Shimada** Film Production Section 1, Saitama Factory

It was an extremely valuable experience for me to be able to interact with people from other industries. During the long eight-day training, I again recognized the importance of cooperation and communication. I want to apply what I have learnt during the training to my work. I hope that the training at sea will be continued.



**Shinya Ito** Compound Production Section 2, Mie Factory

Through discussions with people from all kinds of occupations during this training at sea, the exchange of opinions made me change my way of thinking and broadened my perspective. I will also use the "5 Whys" learnt during the training when problems related to quality and equipment occur.



**Hiroki Hattori** Film Production Section, Mie Factory

Being able to communicate with people from other industries during the training at sea was a great inspiration and learning for me. I learnt that people enjoy when communication goes well. I hope to put what I learnt to use and strive to create a pleasant workplace.



**Daisuke Kaneko** Film Production Section, Gunma Factory

At the report presentation in the training, my class gave a presentation under the theme "Training Young Employees." I think that I have grown a little bit, though more through the mutual inspiration during our conversations than through the content of our presentation. I thought it was an interesting process. I hope to use this experience in my future work, and hope it will lead to "people development."

# Relationship with Employees



Human Rights



Labor Practices



## ► Ingraining Our Management Philosophy

The company has established four systems for ingraining our management philosophy, the “RIKEN TECHNOS WAY,” among our employees. One of them is the “Thank You Card” system, in which employees express their feelings of gratitude to each other. This is also being introduced in our overseas sites. We also give commendations to employees who have received the most Thank You Cards. For FY2016, all the awards went to employees from our Mie Factory.

### Voice /

**No. 1 recipient**



General Manager Yoshida

Masashi Ochiai Film Production Section, Mie Factory

Thank you for the award. It is very surprising for me as I never thought I would receive such an honor. I do not think that this honor solely belongs to me. I think it also belongs to the senior employees who have guided and nurtured me up till now, and the colleagues who have supported me. I hope to continue placing importance on my ties with others as I go about my work. Lastly, I wish to express my appreciation from the bottom of my heart to everyone who sent me Thank You Cards.

**No. 1 sender**



Noboru Kazama  
Film Production Section,  
Mie Factory

**No. 2 recipient**



Hiromitsu Osaki  
Film Production Section,  
Mie Factory

**No. 3 recipient**



Yosuke Maegawa  
Film Production Section,  
Mie Factory

## ► Commendation System

We have established commendation regulations and an employee inventions system. Commendations are given for improvement suggestions that help improve work efficiency, reform business structures, or enhance employee motivation as well as for new technological inventions.



President's Award ceremony  
From left: President Kazuaki Tokiwa, Mineo Hayashi (SHANGHAI RIKEN TECHNOS CORPORATION as of award presentation), Shinichi Saito (Electronic Materials Business Unit)

~ Distinguished Service Award ~

### Unique Sales Expansion Strategy for Automobile Wire Compound

Harnesses for automobiles need to be lightweight to reduce CO<sub>2</sub> and improve fuel efficiency. This award is given in recognition of the timely development of compounds which allow covering materials to be made thinner, and at the same time maintain performance in characteristics such as cold resistance, heat resistance, and wear resistance.



## Support for Raising Children

### Leave of Absence System for Childcare

All employees can take leave for up to two years. Furthermore, the first three days of the leave are paid. Currently, three employees are using this system.

### Shorter Working Hours System for Childcare

Employees with childcare responsibilities are permitted to reduce their working hours to six hours a day. They can choose their manner of working to suit home and nursery school schedules, as well as other individual circumstances. This system can be used until the children begin elementary school. Currently, two employees are using this system.

## Diversity of Employees

RIKEN TECHNOS CORPORATION respects the diversity, personality, and individuality of our employees, and has consideration for human rights and equal employment opportunities. We implement various initiatives to enable female employees to be active in business, and currently some of our female employees have reached managerial positions. We are also actively engaged in recruiting overseas employees.

## Re-employment System

Having employees working beyond our official retirement age of 60 years old offers benefits to both the employees and our company. For the company, it facilitates the transfer of technical skills, and for employees, it provides financial security. Therefore, we introduced a re-employment system from FY2006 aimed at union members and management.

### Initiatives at SHINKO ELECTRIC WIRE CO., LTD.

Five employees at SHINKO ELECTRIC WIRE CO., LTD. were given awards by the Iruma City Society of Commerce and Industry, having worked there for more than 10 years, with good work as well as being role models for other employees. A ceremony was held on November 24, 2016. Among them, Fusaji Shirakura was given the Special Long Service Award for having worked continuously for 55 years.

#### Iruma City Society of Commerce and Industry Excellent Employee Award



Fusaji Shirakura (second from left)

#### Iruma City Award



Takashi Kaneko

#### Iruma City Society of Commerce and Industry Excellent Employee Award



Hiroko Watanabe



Tetsuro Tsuruta



Masao Watanabe

## Safety and Health Activities

### ● Concept of Safety and Health Activities

Based on respect for people, RIKEN TECHNOS CORPORATION considers occupational health and safety to be one of the most important foundations in business operations, and strives to maintain and improve a healthy and safe working environment. Therefore, we carry out our business operations according to a labor safety management system similar to the occupational safety and health management system (OSHMS\*).

### ● Eradication of Causes of Dangers and Hazards through "Risk Assessments"

Following the introduction of risk assessments in 2003, improvement activities to prevent incidents were established to reduce potential dangers and hazards in the workplace through elimination and separation. Going beyond "zero accidents," all employees work to achieve "zero risks" by participating in safety awareness and risks and systems improvement activities.

### ● Total Industrial Accidents

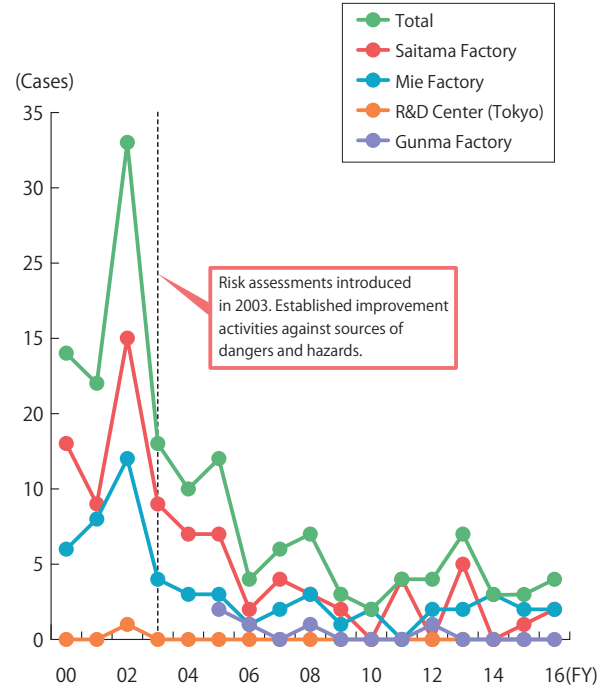
The number of industrial accidents in recent years was three cases in FY2014, three cases in FY2015, and four cases in FY2016.

### ● Review of Activities

In FY2016, with the goal of achieving "zero accidents," we promoted risk assessments, as well as activities to nurture a culture of adhering to rules. Specifically, our activities included further promoting risk assessments which included chemical substances: thoroughly establishing the "pointing and calling" procedure as a habit and the conduct of stretching exercises before work; conducting a questionnaire-based survey to raise the level of safety awareness; and continuing with safety education using equipment for experiencing dangers.

In FY2017, to achieve "zero accidents," we will continue with the previous year's activities. We will also carry out other activities, such as giving out awards for safety suggestions, bringing in new equipment for experiencing dangers, and implementing a near-miss reporting promotion month.

### ● Company-wide Trends in Industrial Accidents (absences and non-absences)



\* Occupational safety and health management system (OSHMS): This is a framework for safety and health management which aims to improve the level of safety and health at workplaces by actively promoting continuous safety and health management to prevent industrial accidents and improve the health of workers, and further progress on to form pleasant workplaces.



Safety education using equipment for experiencing dangers



Safety education using equipment for experiencing dangers



## ▶ Our New Employees in 2017

Using the theme “We enjoy our work and love what we do,” which is included in our values under the RIKEN TECHNOS WAY, we asked our new employees—who will be among those responsible for the future of RIKEN TECHNOS—to fill in the blank in the sentence “If \_\_\_\_\_, I would be very enthusiastic.”



## ▶ Follow-up Training

In the third month after joining the company, we conduct a two-day follow-up training for new employees for reflection and follow-up. Besides attending lectures, they work in groups and present on the work they have done in the three months since joining the company. The new employees seemed to have learnt and realized many things through the training’s curriculum.



Training session



Trainees giving a presentation