тнеме

# We will all create a workplace where everyone wants to continue working.

Ideal

Human resource www.www.www.accenter.accenter and strengthening of our employees, and enhance their human value to the maximum extent. Human rights www.www.www.accenter.acce

Labor We will endeavor to create a workplace that provides motivation and satisfaction in fair and impartial working conditions. Safety and health

Creating a Flexible Working Environment

Based on the Kawasaki Group Management Principles No. 3 "People: The Kawasaki Group's corporate culture is built on integrity, vitality, organizational strength and mutual respect for people through all levels of the Group. We nurture a global team for a global era.," Kawasaki strives to create a culture and environment in which its employees can continue to work positively, and we have introduced a variety of systems for this, and strive to enrich their content.

# **Developing Human Resources**

The KHI Group thinks of human resources literally in terms of resources (treasure), and we provide comprehensive training and skill enhancement for all employees of whatever rank.

### Enhancement of Managerial Capabilities and the Ability to Carry Out Business Operations (Training for Administrative and Technical Professionals)

During their first three years of employment, young administrative and technical professionals receive a combination of systematic on-the-job training (OJT) based on a mentorship system and various types of training courses to become a responsible staff member earlier.

Moreover, in addition to training for section managers, training for general managers, training for board members, and other forms of training for managers, we also periodically conduct multi-faceted observation surveys where opinions and evaluations about a manager from supervisors, subordinates, and colleagues are fed back and his or her strong points and areas that need improvement are recalled. Through these initiatives, we have been strengthening the skills of middle managers and fostering the development of candidates for management positions.

When it comes to carrying out everyday operations, we make use of communication, especially the Operational Goal Sharing Program (GMK, which stands for the Japanese words Gyomu mokuhyo kyoyuka), semi-annual face-to-face discussions between supervisors and subordinates, in order to develop skills through achievement of operational goals.



Training for General Managers

### Improvement of Capabilities at Worksites (Training Production Professionals)

For production professionals, we have a system that encourages young workers to acquire technical qualifications early in their careers and a newly instituted "masters' system" of designating mature production workers with sophisticated, specialized skills as "masters" and having them pass their skills along to younger workers in a well-planned way. These are some of the ways in which we are trying to transmit and improve skills at production sites.

Our production professionals are also active participants in the Technical Skill Grand Prix and other outside technical skill competitions.



Technical Skill Grand Prix

#### **Development of Global Human Resources**

We aim to develop human resources who can support the global deployment of our business, and to that aim, we are shoring up our systems for early training of overseas employees, especially our "Overseas Personnel Training Program."

# **Diversity**

While we have continuously encouraged the success of all our employees, including women, the elderly, and the disabled, we established a new Diversity Promotion Section in April 2010 to be the organization that deals with further increases in diversity.

#### **Hiring Women and the Disabled**

We are making a concerted effort to hire women. The number of women hired and the number of women in the executive ranks have increased every year, and in the area of hiring in particular, about 30% of newly hired university graduates are women.

We are also striving to hire more people with disabilities, and have achieved a rate above the legally mandated percentage of 1.8%.

Percentage of Disabled Employees



## Postponing Retirement and Employing Older People

Beginning in 2005, we have been raising the retirement age for rank-and-file employees in stages from the former 60 years of age to 63 years of age as of 2009. In a country where the majority of companies set their retirement age at 60, our postponement of retirement is a groundbreaking effort.

Even after retirement, employees may, if they wish, take advantage of our Post-Retirement Reemployment System and be re-employed until the age of 65. Implementing this system allows many older people to make use of their wealth of experience, pass on their skills, and engage in practical work.



Passing along skills through reemployment of retired employees

### **Employment of Mid-Career Workers**

As part of our efforts to make use of diverse human resources, we also actively promote the hiring of mid-career workers. There is no distinction between new graduates and mid-career workers in terms of wages and benefits, and these workers can make use of the skills and experience they already possess and succeed with their ability to "hit the ground running."

### Support for a Balanced Working Life

We want all employees, both men and women, to be able to combine work and childrearing and stay on the job, working enthusiastically and energetically. For that reason, we provide a wide variety of programs to support rearing the next generation and balancing work and family life.

Our childcare leave system, in particular, goes beyond the details of the legally mandated system, and we have instituted programs to support the return to the workplace of employees who have taken childcare leave. These groundbreaking efforts have been favorably received, and in 2006, we were awarded the Director's Award of the Hyogo Prefectural Labor Office.

The planning stage of our Action Plan for Support for Rearing the Next Generation, formulated in 2005, ended in March of this year, and the Director of the Hyogo Prefectural Labor Office certified us for our support of childrearing. In April of this year, we formulated a new Action Plan, and we will continue taking an active role in supporting the rearing of the next generation.

These efforts are not only applicable to childrearing. Similar programs are available to employees with elderly or ill family members who require home care, and we provide many kinds of support for maintaining a balance between working and caring for family members.



The Hyogo Labor Office Director's Award (during presentation of the case studies)