

Feature —Work Style Reforms and Health and Productivity Management—

The Company is promoting new work styles across the entire Company with the formalization of a system for remote work from April 2021, an area that it had already been working on before then.

In July 2021, we concentrated our headquarters functions at the Tochigi Technology Center, relocated our Tokyo Office, and revamped it into offices suited to new workstyles.

We are also re-organizing the relationship of employee health promotion and business continuity and implementing initiatives to link it to systematic health-enhancing measures.

Transition to new work styles

The Company has been pursuing work style reforms for some time, but with the COVID-19 pandemic, remote work rapidly took root and became an established practice, primarily in the headquarters divisions. In response to this trend, the Company introduced a formal remote working system in April 2021. The aim of this formalization of remote work is to contribute to the enhancement of employee productivity, while at the same time, help prevent transmission of infectious diseases and strengthen our frameworks for the stable continuity of operations at times of natural disasters. Anticipating that remote work will eventually become an established practice across the entire Company, including in the manufacturing divisions, through future technological innovations, the remote working system covers the entire Company in principle. Training is being conducted on aspects such as the communication practices, which is key to the promotion of remote work among management and employees.

Revision of personnel system

The Company is undertaking a revision of the personnel system and is considering a job-based personnel system, with the aim of introducing it in around April 2023. By shifting from the conventional function-based (membership-based) system, which is based on employees' potential, to a job-based system that employs people based on the job description, we aim to build a personnel system that is focused on responsibility for outcomes.

Headquarters relocation and establishment of Tokyo office

Amid the realization of various workstyles that are not bound to certain locations, effective July 1, 2021, we concentrated our headquarters functions on our core location, the Tochigi Technology Center, and changed our address on the corporate register to Shimotsuke City, Tochigi Prefecture. This move has shortened the physical distance between top management and manufacturing site, the aim of which is to speed up decision-making through the further integration of management. At the Company, where remote work is well advanced, in the area of recruitment as well, we are able to attract excellent people without being constrained by geography. Going forward, as we pursue the transition toward even more new work styles, we will aim to achieve a fulfilling work-life balance that is not bound by work location.



View of new Tokyo office



Promotion of health and productivity management

(1) Health and productivity management initiatives to date

We believe that the good physical and mental health of each and every employee will lead to the good health of the Company and, in turn, to the realization of our Corporate Philosophy and the enhancement of corporate activities. At the Company, the health care section and the health insurance association convene regular meetings of the Health Management Committee and work together on health-enhancing measures. We are promoting the health of our employees from the dual angles of a population approach, which aims to gradually reduce the health risks for all employees, and a high-risk approach, which conducts thorough follow-up examinations of high-risk employees based on the results of the annual medical check-ups.

(2) Health and productivity management workshops

Health and productivity management workshops were held four times in 2021, using an online format, with the members drawn from each division in a well-balanced manner. With external experts also participating, the workshops reconfirmed the status of the Company's health promotion initiatives and discussed the impact of health promotion on the Company's management and the establishment of a long-term vision.

(3) Future outlook

Further carrying out more in-depth discussions within the Company going forward, we will accelerate our initiatives toward the finalization of a long-term vision for health and productivity management and the formulation of a roadmap for concrete actions aimed at the practice of health and productivity management based on that vision.