

FDK Group engages in various initiatives to sufficiently drive the full potential of each and every employee, encourage high aspirations to contribute to society, and foster growth together with the organization.



# Embracing Diversity and Inclusion, Developing Human Resources for Their Contribution to Society and the Planet

## Basic Concept

FDK Group believes each employee should grow together with the organization by embracing diverse human resources and mutually respecting one another regardless of nationality, gender, age or disability, and incorporate various values and work styles in an effort toward diversity as a “management strategy” to heighten corporate value.

FDK strives to cultivate employees who, from a global perspective, have high aspirations to contribute to the advancement of society.

## Human Rights Initiatives

FDK Group engages in enlightenment activities through training and seminars for everyone who works at the FDK Group to eliminate all discrimination, embrace diverse human resources and take actual action toward inclusion.

## Diversity Efforts

### Milestones

<b>1st Term: FY2014 - FY2016 Awareness/Understanding</b> Understand the success support project for women Build an environment that allows women to participate	<b>2nd Term: FY2016 - FY2017 Understanding/Practice</b> Build a company with diverse values as a strength Improve diverse work styles and productivity	<b>3rd Term: FY 2018 Onward Practice/Business Contribution</b> Improve the growth and motivation of individuals
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### 1st Term: FY2014 - FY2016 (Awareness/Understanding)

- FDK Group launched the “Success Support Project for Women” for the purpose of expanding and supporting opportunities for women to succeed in an effort to heighten awareness and improve the work itself.
- FDK Group subscribes to “gender equality” at each of the Group locations to realize a balanced life between work, family and community lifestyles.



- FDK Group set a target to increase the number of female employees in management and supervisory roles 125% by FY2021 compared to FY2015 with the formulation of the “The Act on Promotion of Women’s Participation and Advancement in the Workplace” in August 2015 in an effort to build an environment women can feel secure to actively participate.

## FY2017 Targets and Achievements Related to the Respect for Human Rights

### Human Rights Enlightenment Activities

FDK Group expanded awareness about the respect for human rights by conducting human rights enlightenment activities in conjunction with the Human Rights Week in December.

- Held seminars for the purpose of improving human rights awareness
- Distributed “human rights promotion leaflets” to every employee

### Human Rights Education and Training

FDK Group has incorporated human rights training in the various training curriculum to put in place opportunities for employees to actively think about human rights.

- Management training
- New manager training
- Supervisor promotion training
- Mid-level employee training, etc.



Human rights seminars

## Diversity Promotion Framework

FDK Group has worked to build a women-friendly workplace since FY2014, and it has been promoting diversity thereafter around the two axes of “supporting the success of diverse human resources” and “realizing diverse work styles” with the aim of facilitating individual growth regardless of gender to create new value therein.

### Diversity Policy

FDK Group is promoting diversity around the two principles below based on issues identified in our Employee Satisfaction (ES) Survey, the feedback received in discussions between the President and employees, and the results of a diversity questionnaire that targeted female employees.

#### Improve the growth and motivation of individuals

Each and every employee shall accept one another to drive added value and contribute to the organization in their own unique way.

#### Enhance corporate competitiveness and growth

FDK Group management and employees shall freely debate matters from diverse perspectives to continually forge new knowledge and technology.

## FY2017 Targets and Achievements Related to Diversity

### Renewing Awareness and Reforming the Corporate culture

- Conducted workplace management seminars for all managers

### Improving Motivation to Drive the Will of Each Person

- Conducted stratified leadership training for upper-level employees
- Formulated career paths and strengthened relevant support

### Reducing Total Working Hours to Improve Awareness about Work-Life Balance

- Built an environment to produce higher results in a shorter period of time
- Standardized operations and created procedural manuals to abolish single-person tasks
- Reduced meetings and the time to create materials
- Put in place a comprehensive no overtime day

### The Act on Promotion of Women’s Participation and Advancement in the Workplace

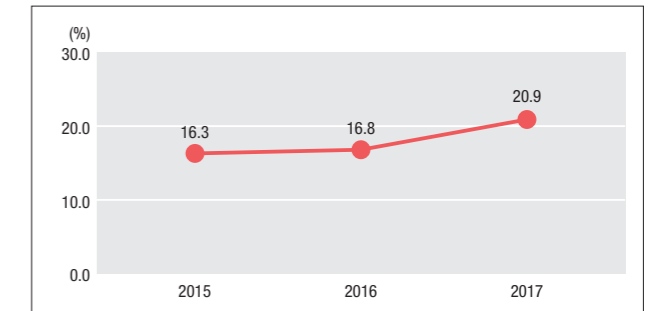
- Renewed awareness about women and increased the number of female supervisors



Career advancement seminar for women

FDK held a total of 20 seminars related to diversity in FY2017, including those above.

## Employment Rate of Female Employees



## Communicating Messages to Promote Diversity and Inclusion as well as Promoting Enlightenment Activities

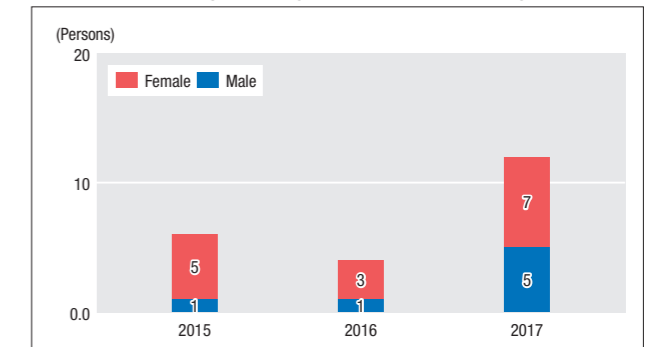
- Corporate officers committed to the Iku-Boss Declaration
- Cultivated awareness through enlightenment materials



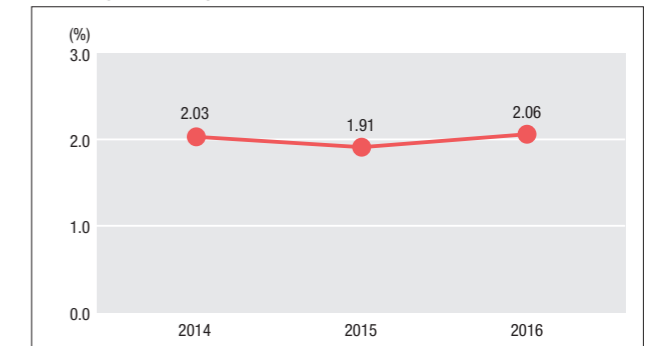
Corporate Officers’ Iku-Boss Declaration (Note)

Iku-Boss: Manager who supports employees to care of their children

## Number of Employees Using the Childcare Leave Program



## Change in Employment Rate of Handicapped People





VOICE



Becoming a “Mutually Recognize, Capitalize and Grow” Organization!

Diversity Promotion Office Manager  
Misao Nozawa

Everyone has their own unique way of thinking, living and working because no one person is the same as anyone else.

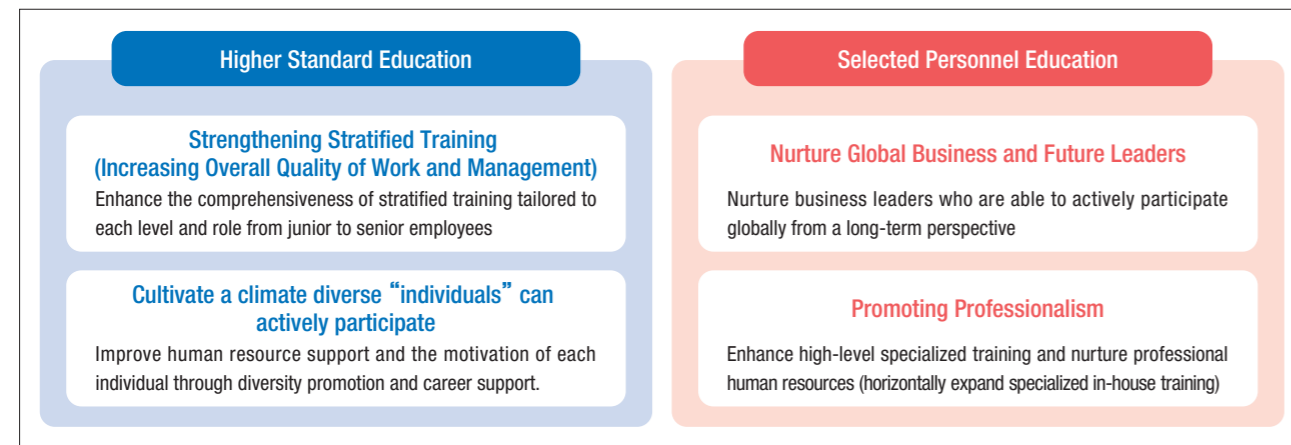
I hope we can build a company where diverse human resources who have different perspectives, inspirations and values can reach their full potential by first noticing the “differences” between people and then “recognizing” one another.

FDK will further strengthen systems so that people can choose the most efficient work style suited to the changes brought on by life events to create the “Best Work Life Balance Company in electronics industry” in which every employee can continue to actively participate while enjoying a work-friendly environment.

Human Resource Development Policy

► Four Themes to Nurture Human Resources

FDK Group strives to nurture human resources by categorizing human resource development into four main themes.



Examples of Initiatives

► Enhancing Stratified Training

FDK has adopted new training categories for the purpose of enhancing stratified training and revised the curriculum as of FY2017.

Newly Adopted Training Categories

● **New general manager training**  
This training aims to heighten the organizational and on-site management required of general managers by reaffirming their position and role in the organization and strengthening the ability for changing, creating, and developing skills required for management strategies and various management roles.

● **Mid-Level employee training (advanced)**  
This training teaches awareness and action to mid-level employees and improves the necessary knowledge and technical skills (aiming to produce results while engaging relevant parties such as supervisors and subordinates). The program also heightens the level of management to drive the organization.

Revised Curriculum (Addition of TPS and 2S/5S Activities)

- New executive manager training
- Supervisor promotion training
- Mid-level employee training (basic)

► Enhancing Specialized Skills

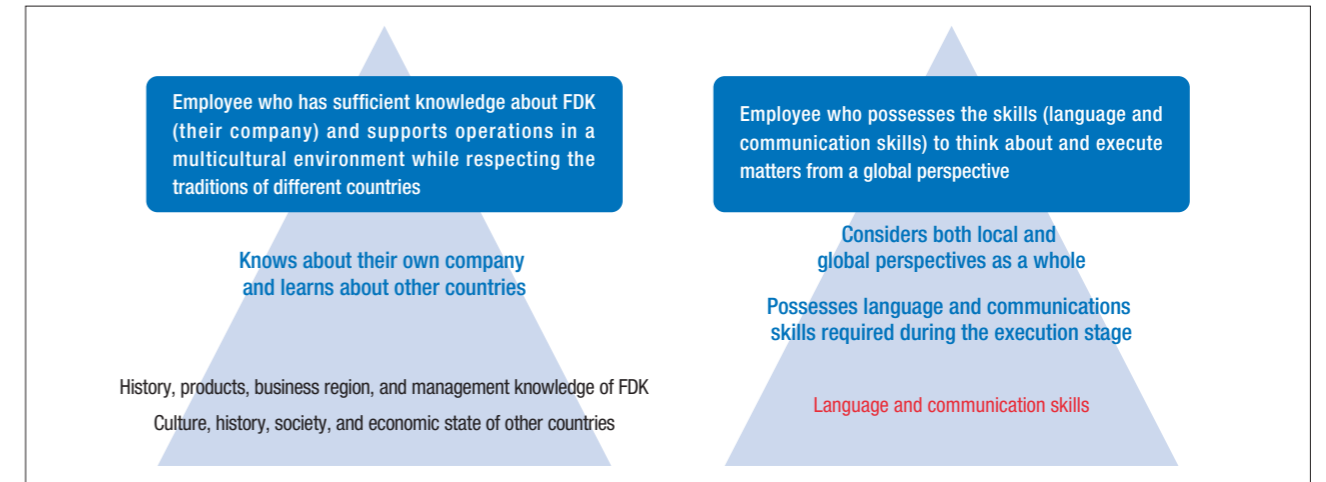
FDK held a “Power Electronics Seminar” by inviting professors from the Shizuoka University Electrical and Electronic Engineering undergraduate courses.

FDK Group aims to become a “Smart Energy Manager Across Multiple Platforms” by bringing together an engineer group that pursues bold technical innovation as well as overcoming the challenges in further refining technology.

► Developing Global business Leaders

FDK defines global human resources as “people who have sufficient knowledge about their company and can work in operations in a multicultural environment while respecting the traditions of different countries” in addition to “possessing the skills (language and communication skills) to think about and execute matters from a global perspective”.

Picture of a Global Human Resource



FDK revised its learning environment to teach the language skills necessary for global human resources in FY2017.

FDK has added affiliate companies to independent learning programs and provide equal learning opportunities to all business sites to provide a selection with a variety of learning styles (schools, e-learning, and online English language courses).

By implementing the “TOEIC” test in the stratified training, FDK is also providing an opportunity for employees to verify their own language ability.

► Development training for the next generation of business leaders

FDK holds training to cultivate the next generation of business leaders for the purpose of realizing a strong organization able to accurately assess environmental changes and respond to those changes by nurturing “self-reliant and independent individuals” that hold a broad perspective anticipating their relationship with society while internally growing and proliferating

reformation to the awareness and thinking of FDK Group employees.

The training is built around looking at and thinking about things from various points-of-view to heighten ideas without exception as well as nurture new inspiration and an ability in discovery. 18 people participated throughout the year in FY2017.



Development training for the next generation of business leaders

Human Resource Development System

FDK Group is conducting education in-line with three categories; “basic training” related to the knowledge, skills, and code of conduct that should be shared with all employees, “stratified training” in-line with the level and role of each employee from new employees to management, and “specialized skill training” to heighten the expertise of employees in their occupations.

Human Resource Development System

