

Relationships with Employees

Social Requirements

- Work style reforms, creating environments conducive to work
- Equality in hiring (post-retirement rehiring, hiring of people with disabilities, women's work-place participation and advancement)

The FDK Approach

- Embracing diversity and inclusion
- Creating work-friendly environments
- Developing human resources for their contribution to society and the planet

Highlights of Relationships with Employees

Number of education and training sessions incorporating human rights into the curriculum	Number of female employees in management and supervisory roles	Employment Rate of Female Employees	Number of Employees using the Childcare Leave Program
5	3	18.7	8
Ratio of non-Japanese employees (Domestic business sites)	Days of paid leave taken/ per person/year	Overtime work hours/ per person/month	FY2019 employment rate of persons with disabilities
0.86	15.3	13.2	2.2

Initiatives supporting Relationships with Employees

Embracing Diversity and Inclusion

Basic Concept

Policy Orientation

FDK Group promotes diversity in human resources irrespective of nationality, gender, sexual orientation, age, ability/disability, religion or values as a basic policy to enable individuals to grow with the company.

Ideal Form

Our Ideal Form is for everyone working in the FDK Group to refuse to engage in any form of discrimination and welcome diverse human resources with actual action.

Examples of Initiatives (1): Initiatives to Respect Human Rights

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.

Human rights activities:

- Held seminars for the purpose of improving human rights awareness
- Distributed human rights promotion leaflets to every employee
- Established a human rights consultation desk
- Added amenities to the workplace (multi-purpose restrooms, barrier-free utilities, etc.)
- Reviewed revisions to internal policies with consideration for same-sex partners
- 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
- C1 promotion training
- Mid-level employee training, etc.

Examples of Initiatives (2): Diversity Initiatives

The FDK Group launched the Success Support Project for Women and set up the Office to Support Women's Success for the purpose of expanding and supporting opportunities for women to succeed. The Office to Support Women's Success was renamed the Diversity Promotion Office on April 1, 2017.

The Diversity Promotion Office strives to foster respect for diversity while working to create a work-friendly environment.

The Diversity Promotion Office comprises an office manager, staff, promotion members (appointed from each business division) as well as advisors from human affairs and the labor union led by the director in charge of corporate affairs.

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.

Policy Orientation

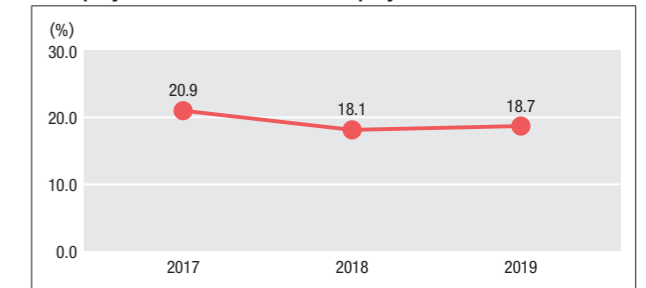
FDK Group is promoting diversity around the two principles below based on issues identified in our Employee Satisfaction Survey, the feed-back received in diversity questionnaire that targeted female employees.

1. Improve the growth and motivation of individuals
Each and every person shall accept one another to drive added value and contribute to the organization in their own unique way.
2. Enhance corporate competitiveness and growth
FDK Group management and employees will freely debate matters from diverse perspectives to continually forge new knowledge and technology.

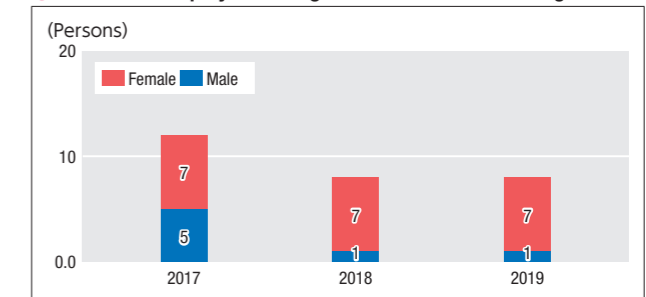
Activity Achievements of the Diversity Promotion Office

- Renewing Awareness and Reforming the Corporate culture
Held a career advancement seminar for women
The FDK Group held a seminar for woman to nurture up-and-coming leaders with the hope of raising awareness and encouraging the active participation of female employees.
- Heightened motivation
Provided leadership training
Formulated and supported career paths
Conducted career design training
- Raised awareness about work-life balance
Standardized operations and created procedural manuals and other instructional materials
- Initiatives for after age-based retirement
Held life-planning seminars
- Raised awareness about the Act on Promotion of Women's Participation and Advancement in the Workplace
Renewed awareness among women and increased the number of female supervisors

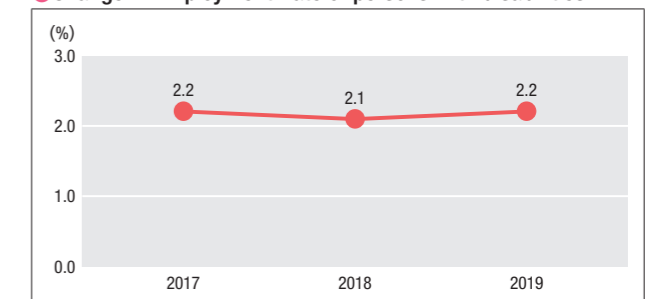
Employment Rate of Female Employees



Number of Employees using the Childcare Leave Program



Change in Employment Rate of persons with disabilities



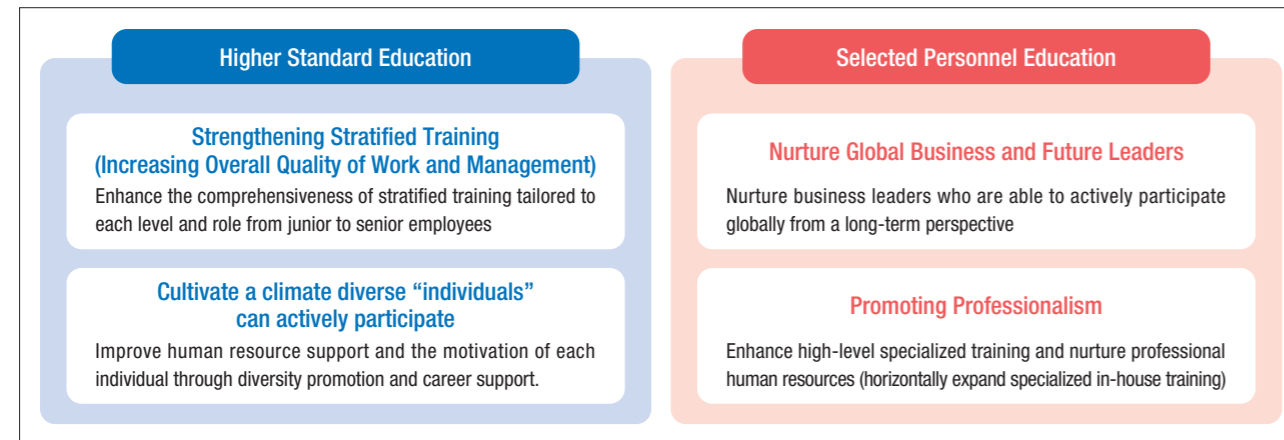
Career Advancement Seminar for Women

Developing human resources for their contribution to society and the planet

Example of Initiatives (3): human resource development policy

► Themes to Nurture Human Resources

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



Examples of Initiatives (4):

► Stratified training

We provide training that aims to raise awareness of legal and regulatory compliance as well as teach the knowledge and skills needed at each organizational level, such as CSR know-how and leadership in the workplace.

- New general manager training
- New manager training
- C1 promotion training
- Mid-level employee training (basic/advanced)
- New employee training



Internal Training 3



Internal Training 1



Internal Training 4



Internal Training 2



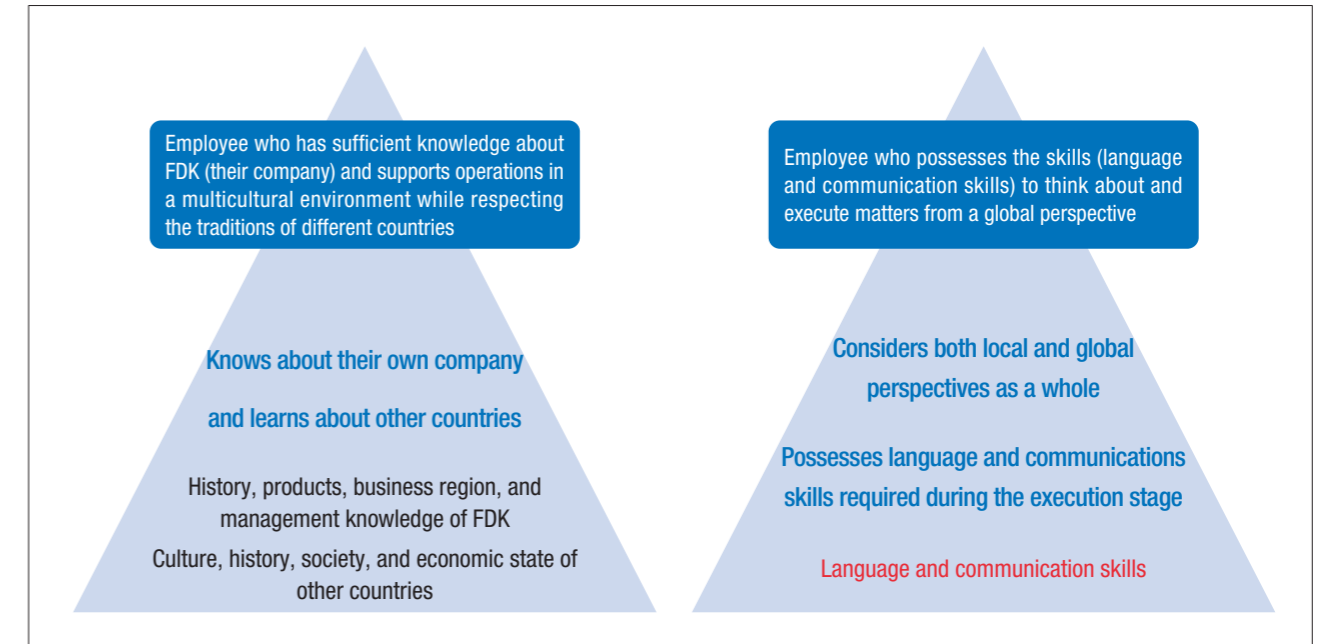
Internal Training 5

Developing Global business Leaders

The FDK Group defines global human resources as "people who have sufficient knowledge about their company and can work in operations in different environments while respecting the cultures 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



► Developing next generation of business leaders

FDK conducts training to cultivate the next generation of business leaders for a strong organization able to accurately assess and respond to environmental changes. The effort involves nurturing self-reliant and independent individuals with broad perspectives reflecting discernment of their relationship with society while developing and disseminating transformative awareness and thinking within the company.

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.

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

