

Labour Practices

Employment and training of human resources

Basic approach to employment

NHK Spring advocates growth through innovative ideas and practices. We extensively search for employees who have the desire to take on challenges and overcome problems through teamwork, while maintaining their individuality.

Ideal Human Resources

Has an interest in new things, and resolutely meets challenges

Views matters from various perspectives

Recognizes the individuality of co-workers and sets goals together

With regards to diversity of human resources, we have set targets for hiring women and non-Japanese employees and we also promote the hiring of disabled staff through special subsidiary companies. In our mid-career recruitment, we actively employ human resources with excellent abilities in a wide range of fields such as top athletes and support their active participation.

Human resources development

As part of efforts toward sustainable growth, our human resource development seeks to improve the quality of both our human resources and capability of organization as a whole.

For example, we clearly define the desired mindset and actions for each employee to understand the corporate mission and demonstrate this through their conduct. As a result, the image of an ideal employee can be set in detail and skill development training is held based on targets set each year.

The training each person receives includes group training, which is divided by each level of the organization as well as job type and skill level, and foreign language and cultural training. We also proactively support external training such as overseas training opportunities and distance education. We work towards developing our human resources under the philosophy that individuals who want to grow will develop through the power of the organization and the support provided by the human resources system.



Abstract class theme for teachers and students in a game format

Recruitment

In recruitment, we conduct our own recruiting sessions, and we make every effort to send recruitment staff from our Human Resources Department to attend sessions organized by schools.

Young employees take part in recruiting sessions as recruiters to create a place for open discussions with students. The students are able to hear directly from the employees who are actually working at the company to get an idea of the corporate climate and atmosphere at NHK Spring. These activities help bring an image to mind of corporate life after recruitment. We provide information on the recruitment website, and we have links to our recruitment page on our main website. We are also expanding promotional activities such as putting up advertising posters aimed at new graduates in railway stations in addition to advertising on school lunch trays.



Company briefing given by our recruiters



Recruitment page on our website



PR on school lunch trays

VOICE

Koichi Kawasaki
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Contributing to research results after acquiring an academic degree

I was able to conduct research on mechanical systems at the Tokyo Denki University Graduate School of Science and Engineering while working at NHK Spring through the use of the Doctorate Plan human resource development program. In March 2019, I passed the final exam of my doctoral course (last term) and was able to acquire my degree as a Doctor of Engineering. Several years ago, I heard about the NHK Spring program to acquire a doctorate from graduate school from my on-site supervisor, who recommended me to enter the school. I faced a series of difficulties during the course of research, but I am very happy I was able to complete my doctoral dissertation without any problems and receive my degree as a result of the hard work to stay focused on the goal until the end. In the future, I will dive deeper into this research to use the results in a way in which can contribute to the NHK businesses. I also introduce this program to junior employees below me with the hope of illustrating self-motivated research endeavors and encouraging a challenging spirit.

Smart Work Project

Smart Work Project: NHK Spring Work Style Innovation

We began the Smart Work Project as a work style innovation initiative in fiscal 2018 by prioritizing a safe, secure company as well as an enthusiastic and work-friendly environment above all else.

We believe the establishment of an environment which furthers operational efficiency and the active participation of diverse human resources helps the growth of each individual and the development of our company while prioritizing better physical and mental health of employees. Since fiscal 2018, we have been selecting committee members from the head office and each division to introduce case studies of efforts to drive operational efficiency and provide progress reports of plans. These efforts primarily review meeting structures, conduct trials of telework programs for management as well as set fixed times for the end of the work day and the time for all employees to leave the office. Currently, we are taking advantage of technology to automate some standard work processes conducted by people on computers through software (RPA) to improve operational efficiency.



Promoting greater use of video conferencing systems



Company-wide enlightenment activities through posters (the picture is of the NHK Spring President)

VOICE



Rina Matsuoka
Assistant Manager,
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Aim to automate standardized tasks

RPA is an abbreviation using the first letters of Robotic Process Automation. This technology automates standardized tasks done by people on computers through software. In Japan where work style innovation is booming, the use of RPA is garnering great attention as a new labor tool to supplement the declining working population for manufacturing.

Excel macros are a conventional technology to automate operations, but the available scope of automation is limited to operations in Excel. On the other hand, RPA can automate tasks across multiple applications and systems if the operations are executed on a computer. RPA is proficient in fields such as aggregation and processing, form creation and output, input and registration as well as search and extraction. For example, RPA can automate a process such as logging into a system, downloading data, and then aggregating and processing data in Excel.

In the future, I expect automation of regular tasks through RPA will allow people to focus on highly creative tasks that can only be done by a human. NHK Spring currently has five robots in operation and plans to continue to further adopt the technology because of the proven effectiveness.

Workplace health and safety

Occupational health and safety initiative

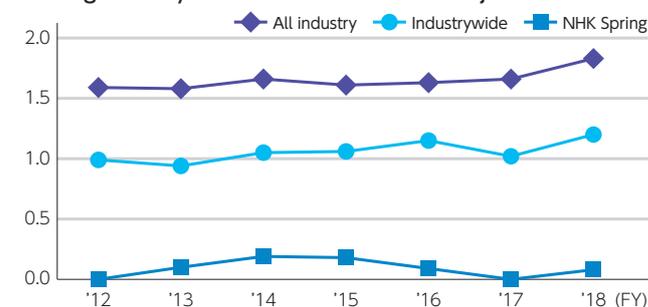
We introduced a Workplace Health and Safety Management System in fiscal 2000, and it was rolled out Group-wide in fiscal 2003. We have taken the following measures to eliminate workplace accidents to achieve zero hazards:

- **Appropriate Actions of Top Management:** Promote powerful health and safety activities through top management in each workplace.
- **Risk assessment:** Method to find, mitigate, and eliminate potential dangers and hazards in workplaces.
- **Risk prediction:** Activity to prevent labor accidents before they happen by increasing sensitivity toward risks.
- **Health and safety training:** Training to obtain knowledge of dangers and hazards to prevent labor accidents before they happen.

The rate of days lost through injury has been lower than the average for all industry and manufacturing industry in recent years.

Going forward, we intend to apply the PDCA cycle to the occupational safety and health management system for continual further improvement.

Changes in days lost due to work-related injuries



The rate of days lost is represented by rate of injuries or disasters per one million hours.

Promotion of Better Health

Initiatives to improve health

NHK Spring believes an enthusiastic workplace where employees can continue to work with a healthy mind and body helps enhance sustainable corporate value. This is why we work in activities to sustain and promote better employee health. We set up the Central Health Promotion Council (Chairman: Executive Vice President) in fiscal 2017 to promote even better health organizationally as a committee under the Central Health and Safety Council, which is the highest authority in promoting health. This council confirms the policies on Group-wide health measures and the progress of implementation in addition to tasks such as examining the implementation items. Furthermore, at each business site, we appoint health promotion committee members and health promotion managers to advance various health measures. As a target to achieve in promoting health by fiscal 2018, we have set an appropriate weight to 20% or less above BMI25 and a blood pressure rate at all of our business establishments to 13% or less to reduce the number of employees facing these

issues. More specifically, we are providing more opportunities for exercise by handing out activity scales to employees, visualizing the status of health by setting up body composition scales and manometers, and have introduced activities such as food efforts that use the cafeteria at each business site. Despite not reaching the fiscal target, results improved compared to the previous fiscal year with six of the 13 business sites improving in BMI and four business sites improving in blood pressure.

We are not only conducting mental health measures that include support for high stress workplaces using stress checks and ongoing individual follow-up with persons who exhibit high levels of stress, but are also continually providing education, such as e-learning self-care training and group line care training for management and supervisors. As a result, the number of business days loss declined 10% compared to the previous fiscal year. The NHK Spring Group promotes health management at each Group company and believes promoting the mental and physical health of employees is vital as one aspect of work-style innovation. In March 2018, the presidents of each of these Group companies



Visualizing the level of health by setting body composition analyzers and blood pressure meters

jointly signed the NHK Spring Group Health Declaration to unify Group companies with the health insurance company in the promotion of health measures.



Holding workplace walk events as a health status visualization program

As part of our program to visualize the health status of our employees, we are expanding measures for employees to take voluntary action while having fun. The managers at each business site have joined together in this program to promote these measures by setting a 15% measurement ratio and 60% transmission ratio as an index for evaluation.

Every year, the Group holds a walking event in Japan and

overseas in which employees walk a virtual course as well as a point event where employees can enter a prize lottery by earning points according to their number of weigh-ins and number of steps. Workplace walk events were held four times in fiscal 2018. 1, 200 people participated as of May 2019, which is equivalent to 20% of all NHK Spring employees.

These events ask employees to make teams with the people around them to compete against other departments they are involved with on a daily basis, which generates better communication, such as mutual questions about the number of steps the day before or whether their department is ahead of another. Moreover, by creating walking and weighing habits through



these types of events, our employees can expect to know and improve their health as well as mitigate medical costs.

Increasing employee motivation through a drawing for prizes in walking events

Holding pleasant sleep seminars

We held a pleasant sleep seminar in fiscal 2018 under a theme to improve the quality of sleep. Approximately 200 employees throughout the entire company participated.

This seminar provided insight on the impact of sleep on both mental and physical health, the mechanism of sleep and the benefits of improving sleep quality.



Employees who were unable to take part in the seminar were even able to participate through an online video.

Holding seminars to teach about sleep at each business site

Holding stretching clinics

The stretching clinics are held as part our health promotion measures to ease the stiff shoulders and lower back pain many of our employees struggle with. Kanae Tatsuta (Human Resources Dept.), an NHK Spring athlete employee, discussed and taught practical stretching techniques to roughly 20 other employees.

The students listened intently to the instructions throughout a seminar conducted by a currently active athlete.



Employees stretching to loosen their bodies

NHK SPORTS DAY 2018

NHK Spring Thailand held a sports day on October 7, 2018. The head office, spring, seat, precision and DSS departments were divided into four teams and competed in various field events such as track and field, soccer, volleyball, and foot volleyball known as sepak takraw. The competitors and the cheerleaders alike practiced on lunch breaks and after work, took advantage of the accomplishments in practice on the day, and put on a very

exciting competition. The DDS team won this year. We will nurture unity between all of our employees through sports activities in the future while continuing our objective to promote better health.

Employees competing in the national sport of Thailand, sepak takraw



Commemorative photo taken on the field after the sports day



Benefits programs

Supporting both work and child/family care

NHK Spring has introduced various programs which go beyond the standard of public programs to support both work as well as child and family care as employees approach different stages of life, such as raising children or taking care of family, so that they may continue to work with peace-of-mind while reaching their full potential at the company.

We held Group-wide family care seminars from fiscal 2016 to fiscal 2017 and handed out a Work and Family Care Handbook throughout the entire organization in fiscal 2019. As a means to reduce the burden of family care with the mutual benefit

association, NHK Spring has also loosened requirements for the bathing service subsidy that had conventionally required the family member to live with the employee in order to provide support for fathers and mothers who live separately.

We have not only introduced child and family care but also adopted the GLTD system (group long-term disability income indemnity insurance) in conjunction with existing leave compensation systems to support a loss of income due to long-term treatment of injury or sickness as a way to enhance a sense of security for employees in fiscal 2018.



Handbook to provide easy-to-understand information on subjects such as the risks of leaving a job to care for family, the basics of family care and a check list, and the way to handle child and family care in the workplace

members, survivor pensions, orphaned children scholarships, monetary gifts to injured or ill employees, family care support, and child-care support subsidies.

Additionally, as part of the child-care support from fiscal 2019, we have begun to distribute the Akamama mother and child magazine to anyone applying for maternity benefits who would like a subscription.



Akamama mother and child magazine

Holding General Meetings of the Shayukai

NHK Spring held the 45th General Meeting of the Shayukai at the Yokohama Bay Sheraton Hotel & Towers on June 10, 2019.

Approximately 400 people participated, including Shayukai members, NHK Spring executive officers and union officials. After an introduction by President and Chief Operating Officer Takashi Kayamoto, the chairman of the Shayukai, the General Meeting of the Shayukai discussed financial results, the budget, reelection of officials, and matters pertaining to partial amendments of the regulations. The meeting not only welcomed new members but also offered a silent prayer for those who had passed on.

President and Chief Operating Officer Takashi Kayamoto also presented gifts to celebrate everyone in attendance at the meeting who had turned 77, 88 and 99 years old. A banquet was also held after the meeting where everyone who participated



could enjoy renewing their bonds as well as taking part in a drawing.

Members at the Shayukai banquet enjoying food and a drawing

About the Mutual Benefit Association

The NHK Spring Mutual Benefit Association was established for the purpose of promoting better mutual aid and welfare to members founded in the spirit of mutual aid. This system was established in 1974 through contributions from the company and association members.

The NHK Spring Mutual Benefit Association provides benefits that include various monetary gifts for celebratory occasions of

Management-Labor Relations

Active communication between labor and management

As a Group, NHK Spring holds the Central Labor Management Council in addition to Local Labor Management Councils at each business site every year to examine various conditions and share information with labor unions.

Additionally, we have setup preliminary conferences on overtime work, conferences on production plans, occupational health and safety conferences, and other regular councils to engage in a timely debate between labor and management.

NHK Spring and the labor union has also built fair and stable

relations between labor and management and entered into a comprehensive labor agreement covering overall working conditions and labor-management relations for the purpose of corporate growth and a better life for labor union members. The labor agreement is published in both print and online mediums so that all of management and labor union members can view the latest working conditions at anytime. NHK Spring has also entered into various other labor contracts, such as agreements on overtime work and holiday work (statutory) as well as agreements related to promotions, raises and bonuses.