



Employees

Making Things (*Monozukuri*) Is about Developing Human Resources (*Hitozukuri*)

Central Glass is a “*Monozukuri*” (manufacturing) company that has continually provided superior products with higher added value in order to enrich people’s lives. We focus on *Hitozukuri* (developing human resources) as the foundation of our corporate growth, and strive to enhance our human resource development and HR programs with the aim of creating an environment where each individual can demonstrate his or her capabilities and skills to the utmost.

➤ Initiatives to Develop Globally Competent Human Resources

Amid intensifying international competition, Central Glass plans to boost its expansion into global markets including increasing its overseas bases. Overseas business is increasing as a percentage of our overall business, necessitating the development of job performance skills that include sensitivity to different cultures and values in addition to language abilities. Central Glass has prepared a variety of educational programs to develop globally competent human resources who can handle this kind of environment.

Study Abroad Programs

We send several employees to MBA programs in Japan and abroad to foster candidates for high-level managerial positions who will be responsible for the future development of Central Glass. We also send technical employees to MOT programs to develop human resources well-versed in both technology and management who are capable of furthering strategic research and technical development and can help boost our corporate value.

We also provide a short-term study abroad program to improve practical foreign language abilities and foster international awareness.

Number of participants on study abroad programs

FY	Number of MBA/MOT students dispatched	Number of short-term study abroad program students and destinations
2011	2	2 (USA: 2)
2012	4	2 (USA: 1, China: 1)
2013	4	2 (Canada: 1, India: 1)
2014	2	2 (Canada: 1, China: 1)
2015	4	2 (USA: 2)

Overseas Job Training Program

We systematically send young employees to overseas affiliates to gain experience working and living abroad in order to prepare them for overseas assignments in the future. During this period, which lasts about one year, they learn about operations and management methods at overseas affiliates through practical duties. Through interaction with local employees and daily life, they experience foreign ways of life and events, and learn how to become human resources who can adjust smoothly to overseas assignments.



Overseas job training

English Conversation Lessons by Interns

We started accepting interns from overseas in fiscal 2012 in an effort to promote employees’ awareness of diversity and improve communication skills with people from other countries. In addition to their regular duties, interns spend one to two hours per day providing English instruction to our employees. Communicating in this way allows our employees to improve their English abilities and knowledge of foreign cultures while interns learn Japanese and Japanese culture.

Number of interns accepted

FY	Number of interns	Nationality of intern(s)
2012	1	UK
2013	—	—
2014	2	USA, Korea
2015	1	USA

Training to Foster a Global Mindset

We provide training designed to raise employees’ awareness of themselves as global human resources in order to develop employees who can play an active role worldwide. In fiscal 2015, we conducted a training session for mid-career employees to learn about HR management and leadership in intercultural settings. During the two-day session, participants took part in English discussions facilitated by an instructor from the UK, which motivated them to improve their English abilities and gain an understanding of other cultures.

Comment from a Participant in a Study Abroad Program

I had the opportunity to participate in a short-term study abroad program in the United States for about five months. During the first three months, I was enrolled in a business program in Berkeley, California. I gained knowledge of necessary topics in a global society, such as international economics and supply chain management, and deepened my understanding of cross-cultural communication through interactions with my classmates. Since the number of times you spoke up in class and the content of what you said affected your grade, I tried to participate actively in my classes. Perhaps thanks to this, I gradually got used to thinking solely in English without translating from Japanese, and felt my English conversational ability improved. During the remaining two months, I visited an affiliate company in Nashville, Tennessee, where I engaged in practical conversations with local employees. There were many female employees working on the manufacturing floor, and people addressed their bosses by their first names. Experiencing a workplace environment so different from Japan was very thought-provoking. My current workplace is becoming more involved with overseas affiliates, so I will continue studying English to reach a level where I can conduct business smoothly in English.



Norihiro Kato
Glass Research Center

➤ Creating Workplace Environments Where Anyone Can Succeed

Employment of persons with disabilities

Japan's amended Act on Employment Promotion, etc. of Persons with Disabilities, which was issued in 2013, took effect in April 2016 with the exception of some parts. At Central Glass, we will strive to eliminate discrimination against persons with disabilities in employment and to provide reasonable accommodation. We will also establish a consultation desk to respond appropriately to in-

quiries from persons with disabilities.

Our employment rate for persons with disabilities as of the end of fiscal 2015 was 2.2%, exceeding the legally mandated rate of 2.0%. Going forward, we will continue to actively address the employment of persons with disabilities and create environments where they can participate more actively.

Promoting Women's Active Participation

Central Glass will promote the truly active participation of female employees by striving to make the most of its diverse human resources, provide effective education, revise its working environment, and increase productivity. We have formulated an action plan to use this momentum to shape a healthy and vibrant corporate culture where all employees, including women, can succeed.

The target of the first action plan is to lay a foundation for promoting the active participation of women. We will start by conducting a basic survey in preparation for increasing the number of female employees, reconsidering working styles, changing aware-

ness, and opening up more job categories to women.

Building upon the foundation laid under the first action plan, we will implement a second action plan to increase the percentage of women in management positions and carry out initiatives to change employees' awareness.

By promoting the active participation of women, we will become a company where all employees can truly succeed, leading to prosperous lives for our employees and their families. And, by creating diverse employment opportunities, we will advance our social contribution efforts.

<Action Plan>

Details of the First Action Plan to Promote the Active Participation of Women Target Period: Two years from April 1, 2016 to March 31, 2018

Goal 1: Establish a target percentage for female hires in recruitment (numerical goal).

We will aim for a percentage of approximately double the average percentage for female hires at Central Glass over the past five years.

Goal 2: Reconsider working styles.

1. Change from "overtime as the norm" to "overtime as something extra": Change consciousness regarding overtime work from "the norm" to "something extra" for dealing with unexpected circumstances.

(1) Establish a day on which everyone must leave the office on time (a fixed day every other week). (2) Introduce a schedule request system for overtime work.

2. Create an environment where taking time off is "the norm": Foster an atmosphere where employees can take time off without worries of troubling others, and improve planning and efficiency of work.

(1) Introduce a planned time-off system. (2) Clarify the positioning of the use of time off within the evaluation system.

Goal 3: Conduct an awareness / environmental survey.

Conduct an awareness/fact-finding survey of all employees and tie the results into specific initiatives geared toward the active participation of women, education and career development to shape young employees' ambition for promotion, and opening up more job categories to women.

➤ Mental Healthcare

The percentage of workers who feel stress due to anxiety or worries related to work and personal relationships has been growing in recent years as economies and industrial structures change drastically. Together with its Health Insurance Association, Central Glass has been conducting mental health checkups and working to build a care system since 2009.

An amendment to Japan's Industrial Safety and Health Act

in December 2015 made it mandatory for businesses (with 50 or more employees) to conduct stress checks to ascertain the degree of psychological burden among employees. In accordance with this law, Central Glass articulated a basic policy and newly established rules for implementation of a stress check system.

We will use these stress checks in future efforts to foster mental health more actively.

➤ Initiatives to Support the Development of the Next Generation

The number of male employees who take an active part in parenting is growing with the rise in nuclear families and the increase in dual-income families. Central Glass has already enhanced its existing support programs for child-raising and made them more flexible. We will continue to create programs that enable both men and women to participate in childcare and will improve our work environment to allow employees to balance work and childrearing.

Childbirth preparation leave	Two days per month can be taken for hospital visits during pregnancy.
Maternity leave	Legally mandated leave before and after childbirth.
Childbirth leave	Up to three days can be taken within a one-month period around the expected date of birth.
Childcare leave	Legally mandated childcare leave. Can be extended until the child is 18 months old or March 31 after the child's first birthday. In addition, a maximum of five days are paid starting from the first day of leave.
Childrearing leave	One day per month can be taken for childrearing.
Nursing care leave for children	Up to 36 days per year can be taken as nursing care leave for children.
Shortened working hours during childcare	Working hours can be shortened by a maximum of two hours per day.
Staggered working hours during childcare	The start of the workday can be postponed by one hour.

List of programs to support the raising of the next generation

	Female employees		Male employees						
	Childbirth preparation leave	Maternity leave	Childbirth leave (3 days)	Childcare leave	Childrearing leave	Staggered working hours during childcare	Shortened working hours during childcare	Nursing care leave for children	
Expected date of birth									
6 weeks									
8 weeks									
1 year later									
18 months later									
3 years later									
Before elementary school enrollment									
First grade									
Elementary school graduation									

Comment

Comment from an Employee Who Took Part in the Childcare Leave Program

I took two months of childcare leave when my second son was born. During that time, I took my older son to and from daycare and bathed my younger son. I spent more time with my children than usual. This deepened my family's bonds and my older son became a real daddy's boy. I learned to plan how to use my time efficiently to manage both childcare and housework, and I want to apply this experience back at my job.



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