



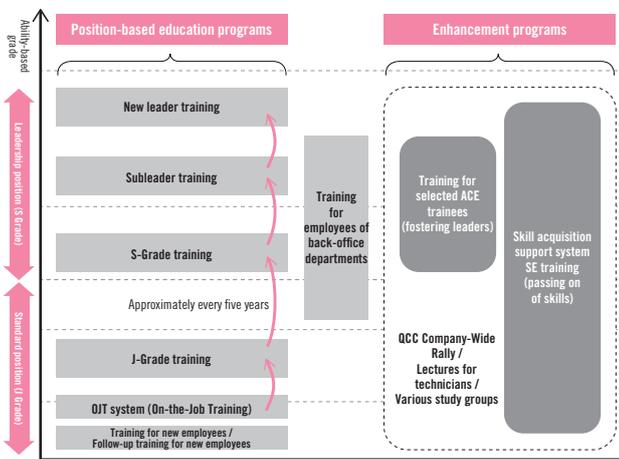
Making Things (*Monozukuri*) Is about Developing Human Resources (*Hitozukuri*)

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.

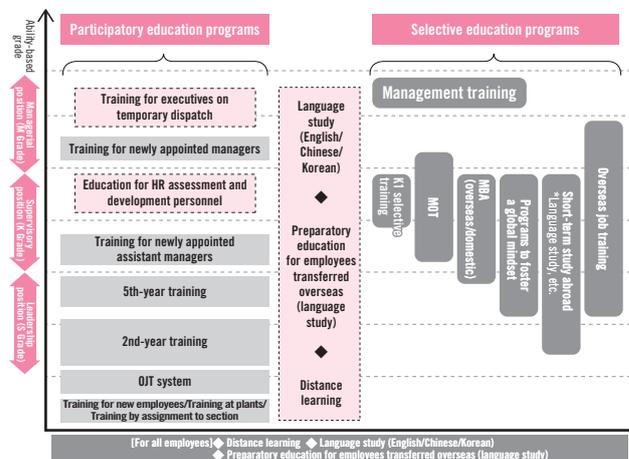
Central Glass’s Education System

The education that Central Glass provides to employees has two pillars: education for career development to foster global human resources and candidates for managerial positions, and education for *Monozukuri* to pass on and develop advanced techniques and skills. In both cases, we offer a wide range of educational opportunities including position-based education programs organized according to participants’ ages and positions, as well as selective education programs organized according to work duties and abilities.

Monozukuri education



Education for career development



Training for Selected AEC Trainees

Central Glass has been conducting education for selected trainees at our Active Expert Centers (AECs) since 2006, aiming to foster new generations of technical leaders at our plants. The AECs established in each plant are educational centers dedicated to passing on and developing technical skills. Each year, candidates for the next generation of leaders are selected from our manufacturing plants and leave their posts for one year of education as AEC trainees. After studying topics such as problem-solving methods in the classroom, trainees participate in themed activities involving problem resolution and improvements to actual manufacturing sites. By teaching trainees how to logically assess situations and respond to them, we are fostering a new generation of leaders who can take charge and develop high-level manufacturing technologies.

Number of trainees by fiscal year

Fiscal year	Number of trainees	Fiscal year	Number of trainees
2006	15	2012	10
2007	11	2013	11
2008	14	2014	10
2009	12	2015	11
2010	12	2016	9
2011	11	Total	126

Study Abroad Programs

Central Glass has established three overseas study systems for employees in order to develop candidates for managerial positions who will be responsible for the company’s future, as follows:

- MBA program: Employees study at domestic or overseas graduate schools for two-year periods in order to foster high-level management skills.
- MOT program: Employees study at domestic or overseas graduate schools for two-year periods in order to foster an extensive knowledge of technology and management and the ability to advance strategic research and technological development.
- Short-term study abroad program: Employees study at overseas language schools for half a year in order to foster practical abilities and international awareness through language study.

Number of participants in each program

Fiscal year	MBA·MOT	Short-term study abroad
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)
2016	4	3 (USA: 2, China: 1)
Total	20	

VOICE

As an AEC trainee, I was given the opportunity to study a variety of subjects over a one-year period.

Through the basic education on topics such as data stratification and IE techniques as well as theme-based activities in the AEC program, I learned problem-solving methods applicable to manufacturing sites. The program also increased my safety awareness. Thinking about safety is now a habit for me. In addition, I received education and guidance that encouraged me to think about problems and take action on my own so that I can pursue AEC activities autonomously. I also discovered things that I hadn't noticed while I was focused on my regular manufacturing duties. I had the opportunity to be involved with a variety of other departments within the plant and learn about their jobs.

Before my AEC study, I only thought about things from the perspective of my own department. Since finishing the AEC program, I perform my job with a consciousness of the lateral communications within the plant.

I would like to apply the knowledge and experience I gained from the AEC to boost the productivity of my plant, and actively make improvements to both safety and production. I will also try to provide guidance to younger employees so that they can function more autonomously, thereby increasing the productivity of the plant as a whole.



Masaru Numata
AEC participant
Specialty Chemicals
Section 1, Production
Department, Kawasaki Plant

Fostering Awareness of Diversity and a Global Mindset by Accepting Interns

Central Glass began accepting interns from overseas universities at our plants in FY2012 in an effort to promote employees' awareness of diversity and improve their ability to communicate with people from other countries. By communicating with interns as they perform their work duties, our employees can practice English and learn about foreign cultures, along with developing a diverse outlook that is not bound by national origins.

In addition to performing a variety of duties, interns also host English classes at their plants. By providing employees who have little contact with the English language in the course of their regular duties with the chance to communicate in English, we hope to

both improve their language skills and foster a global mindset. To promote diversity and develop a global mindset among our employees, we will continue to actively accept overseas interns.

Number of interns accepted

Fiscal year	Number of interns	Nationality of intern(s)
2012	1	UK
2013	—	—
2014	2	USA, Korea
2015	1	USA
2016	2	USA
Total	6	

Creating a Healthy and Vibrant Corporate Culture

With the formulation of our Action Plan to Promote Female Workplace Participation in April 2016, we are striving to reform working styles and change awareness by making the most of the diverse resources represented by our employees, providing effective education, reforming our working environments, and increasing productivity, in order to foster a healthy and vibrant corporate culture that allows all employees to succeed.

We are expanding the job opportunities available to female employees by making efforts to assign them not only to sales, management, and research divisions, but also to shiftwork positions, where female employees have not previously been assigned.

In July 2016, to further invigorate efforts to promote the active participation of female employees, we hosted lectures and meetings regarding future initiatives for top managers and the heads of all Group worksites. Through company-wide cooperation, we have begun to establish more varied work styles by designating the second and fourth Wednesdays of each month as "Smart Days" (days to leave work on time), and implementing a planned time-off system that encourages employees to take at least one day's paid leave per month.

We also conducted a survey of all employees in March 2017, with questions on topics such as workplace environments that accommodate child-raising and the provision of care for family members, and employees' work-related motivation. The results of the survey will be reflected in future initiatives.

First Action Plan to Promote the Active Participation of Female Employees

- Goal 1** Establish a target percentage for female hires in recruitment (numerical goal).
- Goal 2** Reconsider working styles.
 1. Change from "overtime as the norm" to "overtime as something extra"
 2. Create an environment where taking time off is "the norm"
- Goal 3** Conduct an awareness / environmental survey.



Lecture on promoting the active participation of female employees

Employment of persons with disabilities

As of the end of FY2016, our rate of employment of persons with disabilities was 2.21%, above the 2.0% mandated by law. However, the Ministry of Health, Labour and Welfare has announced its intention to increase the legal requirement in stages, to 2.2% in April 2018, and then to 2.3% by the end of March 2021. Amid these efforts to provide stable employment to disabled workers and promote their independence, Central Glass is committed to continuing to advance its employment of persons with disabilities, and to creating accommodating environments where they can exercise their diverse abilities.

Employment status data

Item	FY2014	FY2015	FY2016
Number of employees	1,572	1,645	1,662
Number of new recruits	76	64	83
Average age	36.5	36.4	36.2
Average years of continuous employment	14.9	14.7	14.5
Percentage of persons with disabilities	2.21%	2.20%	2.21%

Initiatives to Support a Balance between Work and Family

In order to support employees who are raising children or caring for family members, we have been working to enhance our support systems, such as by extending childcare leave and granting partial pay, expanding the scope of our system of reduced working hours for childcare, and increasing the flexibility of nursing care leave and reduced working hours. We will continue to enhance support systems that allow our employees to balance work and family with peace of mind, and strive to create a culture where all employees can enjoy an active working life.

Childbirth preparation leave	Two days off per month for hospital visits, etc. during pregnancy
Maternity leave	Legally mandated leave before and after childbirth.
Childbirth leave	Three days off within a one-month period around the expected delivery date
Childcare leave	Legally mandated childcare leave.
Childrearing leave	One day off per month for childcare
Staggered working hours during childcare	One-hour postponement of the start of the workday
Shortened working hours during childcare	Shortening of working hours by a maximum of two hours per day
Nursing care leave for children	Thirty-six days off per year for nursing care for children, etc.
Nursing care leave	Total of 365 days leave, dividable into up to three periods
Time off for nursing care	Ten days off per year for nursing care and attendance of family members, etc.
Shortened working hours for nursing care	Shortening of working hours by one hour per day

Applicable periods for childcare support system (from pregnancy to child-raising)

Pregnancy	6 weeks	8 weeks	1 year old	2 years old	Before elementary school enrollment	First grade	Elementary school graduation
Childbirth preparation leave	Delivery date						
	Maternity leave						
	Childbirth leave (3days)			(Can be extended until the child is two years old)			
		Childcare leave					
		Childrearing leave					
		Staggered working hours during childcare					
		Shortened working hours during childcare					
		Nursing care leave for children					

*Only female employees are eligible for maternity leave, and only male employees are eligible for childbirth leave; all other measures are open to both male and female employees.

Mental Healthcare

Central Glass has been conducting mental health checkups or “stress checks” since 2009. As more and more people struggle with mental health problems in our society, mental health checkups became mandatory for businesses with fifty or more employees in 2015. Central Glass has also adopted stress checks as an important primary preventive measure. These checks alert employees to their own stress levels, and if they wish they may also discuss their issues with our industrial physician, who also provides us with advice on how to improve the working environment and other aspects of our operations.

We are also working to create more comfortable workplaces and help our employees maintain their mental health by reducing anxiety among our employees and problems in our organization through initiatives such as support in workplaces and telephone consultations by external advisors (counselors).

VOICE

I have an eight-month-old daughter. I returned to the workplace in April of this year, using the system for shortened working hours while raising children. The day before I was due to return to work, my daughter suddenly developed a fever, and I had to make use of the system for nursing care leave for children. Babies often get sick very suddenly, so I am extremely grateful for this system.

Since returning to work, I have been making an effort to cooperate closely with my colleagues, not only to increase my efficiency in the job, but also to ensure that they are able to respond when I have to take time off on short notice.

My days are very busy, but I value time spent with my family. In the future, I want to continue to perform in my job in order to show my gratitude to my workplace.



Yuriko Harada

Architectural Glass Sales Promotion and Engineering Section, Flat Glass Marketing and Sales Department