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

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.

Education for career development

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.

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 trainees by fiscal year

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>Number of Trainees</th>
<th>Fiscal year</th>
<th>Number of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>15</td>
<td>2012</td>
<td>10</td>
</tr>
<tr>
<td>2007</td>
<td>11</td>
<td>2013</td>
<td>11</td>
</tr>
<tr>
<td>2008</td>
<td>14</td>
<td>2014</td>
<td>10</td>
</tr>
<tr>
<td>2009</td>
<td>12</td>
<td>2015</td>
<td>11</td>
</tr>
<tr>
<td>2010</td>
<td>12</td>
<td>2016</td>
<td>9</td>
</tr>
<tr>
<td>2011</td>
<td>11</td>
<td><strong>Total</strong></td>
<td><strong>126</strong></td>
</tr>
</tbody>
</table>

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      |                        |
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 | |

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.

### First Action Plan to Promote the Active Participation of Female Employees

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1</td>
<td>Establish a target percentage for female hires in recruitment (numerical goal).</td>
</tr>
<tr>
<td>Goal 2</td>
<td>Reconsider working styles.</td>
</tr>
<tr>
<td>1.</td>
<td>Change from “overtime as the norm” to “overtime as something extra”</td>
</tr>
<tr>
<td>2.</td>
<td>Create an environment where taking time off is “the norm”</td>
</tr>
<tr>
<td>Goal 3</td>
<td>Conduct an awareness / environmental survey.</td>
</tr>
</tbody>
</table>
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.

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).

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.

<table>
<thead>
<tr>
<th>Employment status data</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>1,572</td>
<td>1,645</td>
<td>1,662</td>
</tr>
<tr>
<td>Number of new recruits</td>
<td>76</td>
<td>64</td>
<td>83</td>
</tr>
<tr>
<td>Average age</td>
<td>36.5</td>
<td>36.4</td>
<td>36.2</td>
</tr>
<tr>
<td>Average years of continuous employment</td>
<td>14.9</td>
<td>14.7</td>
<td>14.5</td>
</tr>
<tr>
<td>Percentage of persons with disabilities</td>
<td>2.21%</td>
<td>2.20%</td>
<td>2.21%</td>
</tr>
</tbody>
</table>

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

*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.

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**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