

## We will respect basic human rights and value a broadminded corporate culture.

EIZO is a company focused on creative development that requires the imaginative ideas and powerful motivation of all its employees. We therefore take various measures to create a broadminded corporate culture by developing an environment that encourages the free exchange of opinions and a workplace in which employees have a sense of security. Much of our top management at overseas Group companies is composed of local personnel, and we pay due consideration to the diversity of each country's cultures and customs in order to create the most suitable working environments.

### Laying the Foundations for a Motivating Workplace

We undertake various activities to create a motivating workplace environment that cultivates excellent human resources for the sake of the long-term growth of our personnel as well as further corporate development.

#### Employment

To ensure that EIZO continues to develop cutting-edge visual technology for creating and offering new values as a company focused on creative development, we are expanding our engineering staff and creating a motivating workplace for our employees.

##### ▶ EIZO Group as of March 31, 2019

	Japan	Overseas	Total
Number of employees (including temporary workers)	1,694	520	2,214
Male	910	349	1,259
Female	784	171	955
Engineering staff included in the above numbers	345	87	432
Average age	39.9	44.4	41.0
Average length of service	14.2	11.0	13.4

##### ▶ EIZO Group in Japan

Graduate recruits (joined the company in April 2018)	43
Mid-career recruits (joined the company between April 2018 and March 2019 (full-time))	83
Average annual working hours (FY2018)	1,957

#### Developing Trust-Based Labor-Management Relations

Mutual understanding is the cornerstone of labor-management relations. In keeping with this fundamental point, we endeavor to develop trust in labor-management relations by encouraging dialog through the establishment of a consultation conference. These conferences discuss a wide range of topics, from labor-management agreements and reduction of overtime to ways for improving the work-life balance and employee benefit packages. We also maintain good labor-management relations at Group companies under the specific circumstances of each country

or company. As a result, the EIZO Group maintains a high retention rate, which contributes to medium- to long-term human resource development and business operations.

##### ▶ Turnover Rate of Young Employees (within One Year of Joining the Company): EIZO Group (in Japan)

2016	2017	2018
2.56%	2.94%	2.56%

#### Promoting the Careers of Persons with Disabilities

Persons with disabilities are engaged in careers at many of our worksites. As of March 2019, 26 persons with disabilities are employed by the Group in Japan. Although the total number of Group employees is on the rise, we have not achieved the statutory employment rate of 2.2% and thus have been making active recruitment efforts. These include participation in joint company information sessions for persons with disabilities and the acceptance of interns with the intention of hiring recent graduates. We will continue to make these efforts and improve our workplace environment while creating work opportunities for disabled persons as we expand our business.

##### ▶ Percentage of Employees with a Disability: EIZO Group (in Japan)

March 2017	March 2018	March 2019
1.85%	2.18%	2.13%

#### Paying Due Respect to Human Rights

To curtail behavior that undermines individuality at the workplace and throughout our operations, such as forced labor and child labor, discriminatory remarks or actions, and sexual or power harassment, we have clearly stated our position on the matter in our Principles of Conduct and provide related education for all Group employees.

## Work Style Innovation

To respond to diversifying work styles and ensure that employees are able to work with a sense of satisfaction, accomplishment, and happiness, we believe in the importance of creating extra time for employees to refresh their mind and body.

EIZO Group companies in Japan are conducting Work Style Innovation to balance the happiness of our employees with corporate growth by maintaining the high quality and reliability of our products and services while significantly enhancing operational efficiency and productivity. Specifically, we will rebuild the structure and mechanism of our work through Business Process Re-engineering and invest in infrastructure and systems with an eye on the future, that is, introducing AI, IoT, and RPA while simultaneously changing the mindset of our employees.

### Creating Leisure Time

Since its inception in fiscal 2017, Work Style Innovation has brought about reductions in meetings and documentation. As part of a company-wide project, we closely reviewed business processes and implemented measures that include improvements under 94 themes. As a result, overtime work in the administrative division decreased by 23% year-on-year.

In fiscal 2019, we are working on a plan that targets a 30% reduction of overtime work, including the effects of introducing RPA to the administrative division, toward the ultimate goal of zero overtime work during normal operations. Our average rate of paid leave taken by all employees continues to rise compared to the national average of companies of a similar size. This is the result of measures that encourage employees who have been taking fewer paid leaves to take more days off or consecutive leave. We believe that the extra time created through these initiatives will benefit them in that they can refresh their mind and body, engage in self-development and social contribution activities, broaden their perspectives, and enhance their abilities through such activities. For those whose overtime pay is reduced because of their success in streamlining workflows, we introduced a bonus system that rewards such efforts.

#### ▶ Average Working Hours (EIZO Group in Japan)

FY2016	FY2017	FY2018
2,005 hours	1,964 hours	1,957 hours

#### ▶ Rate of Taking Paid Leave (EIZO Group in Japan)

FY2016	FY2017	FY2018
73%	71%	76%

### Opportunities for Recreation and Exchange

A variety of sports and cultural activities have been established within the company, and employees are enthusiastically engaged. The company provides an environment that supports these activities by, for example, supplementing costs and permitting the use of company facilities.



Tennis club

## Supporting Childcare and Nursing Care

Under the respective laws of each country, we support various programs including maternity leave, childcare leave and nursing care leave, shorter working hours, and leave to care for sick children. We have developed a supportive working environment that includes measures such as reducing working hours up to two hours per day for childcare to flexibly meet employee needs. We plan to enhance our programs for supporting employees with childcare or nursing responsibilities by introducing benefits such as childbirth leave for prospective fathers.

#### ▶ Number of Applicants (EIZO Group in Japan)

	FY2016	FY2017	FY2018
Childcare/Nursing Care Leave	54	52	50
Reduced Working Hours for Childcare or Nursing Care	63	67	63

## Human Resource Development

### Reinforcing Management Capabilities

Management-level employee training is a high priority at EIZO. We ensure the practical usefulness of training by setting a theme for each fiscal year, such as strategic thinking, customer development and operational reform. Training is offered to candidates for management positions, and newly appointed managers receive training on compliance, fair job evaluation and effective allocation of work to deepen their understanding of these areas.

### Supporting the Active Participation of Women

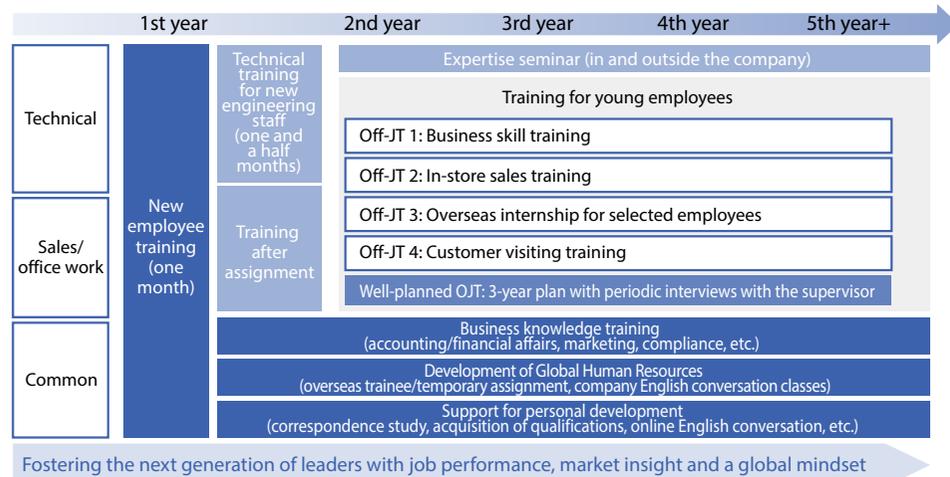
EIZO has formulated and released its Action Plan for Promoting the Role of Women and is working to improve the working environment so that female employees can play leading roles in the company. Currently, the ratio of female managers in the EIZO Group in Japan is 4.3%, and that of leaders in general staff positions is 3.4%. In March 2019, we formulated the second action plan (fiscal 2019–2021), in which we set targets of 7% for female managers, 30% for new female graduates in regular positions, and 5% for leaders in general positions. Other measures we have implemented include the dispatching of female employees to management training seminars conducted by outside institutions and providing training for selected mid-level employees, active participation of female employees in recruitment activities, and consideration of a personnel system that takes into account diverse work styles.

### Emphasis on Educating Younger Employees

First-year employees participate in programs on basic knowledge for corporate etiquette and on the company policy, organization and rules. They also receive onsite factory training to learn about the foundations of our company. We conduct a variety of programs specifically targeting first-year employees, including technical training for new engineering staff to ensure they acquire a broad foundation of knowledge on our basic technologies. Additionally, we provide a comprehensive education program combining on-the-job training (OJT) and off-the-job training (Off-JT) for young employees, enabling them to develop the ability to get things done well with market insight and a global mindset. For OJT in each department, managers draw up three-year career plans in consultation with young employees, thus providing a basis for a systematic OJT program.

Our Off-JT for upgrading the skills of young employees includes group-based training for acquiring business skills, selling in stores to identify market needs, and overseas internships that provide short-term assignments at overseas Group companies.

#### ▶ Education Programs for Young Employees



### Our Global Initiative

#### Development of Global Human Resources

Many top management members of the Group companies outside Japan are local businesspeople who can build a workplace environment that suits the particular country's culture and practices. To develop global human resources, EIZO in Japan and overseas Group companies provide an exchange program for engineers. Through the program, staff in Japan are dispatched for two or three years to an overseas Group company, and for young core personnel there is also a trainee program (a short-term assignment of about two weeks to three months). Those programs aim to increase the number of employees who can work effectively in a different culture and manage technology with a global perspective, as well as to cultivate new technological expertise.

#### VOICE

For two months between October and December 2018, I participated in training programs at sales group companies (EIZO Inc., EIZO Europe GmbH, and EIZO Limited) in North America and Europe. Along with sales and technical staff from 13 North American cities and 5 European countries, I visited resellers and customers in all key markets apart from amusement.

Despite the cultural differences, I got the feeling that people remain confident in EIZO around the world. And through the training, I realized that local staff members have made great efforts to establish the EIZO brand and build a business model and that they maintain a strong relationship of trust with the headquarters. In addition, it was as good opportunity to gain a new perspective and value as an engineer because the diversity of products and technologies required is attributable to differences in culture and the environment of each region.

Going forward, I would like to further develop EIZO as a global enterprise by utilizing the global mindset acquired through this training and our cooperative relationships with other Group companies.



**Atsunobu Omi**  
Senior Engineer  
R&D, Visual Technologies  
(Embedded Technology)  
Joined the company in 2006

## Securing Safety and Health

The EIZO Group established the Basic Occupational Health and Safety Policy and is implementing eight initiatives to establish a work environment in which employees can maintain good health and work safely. By creating a work environment that is healthy, vigorous, and easy to work in, both mentally and physically, we will foster a free corporate culture and contribute to making the workplace safe and comfortable.

In addition, we have introduced an occupational health and safety management system to promote ongoing maintenance and develop our activities.

### Occupational Health and Safety Basic Policy

The EIZO Group will create workplaces where all members are able to work safely and in good health. We established the following policies, endeavor to eradicate occupational incidents, and establish and implement activities concerning occupational health and safety.

We therefore:

- 1 Conduct periodic assessments to identify occupational health and safety risks and implement appropriate countermeasures.
- 2 Raise awareness of maintaining and improving physical, mental, and emotional health and continually improve the health and safety of our members through on-going collaboration between the companies and its employees.
- 3 Establish an occupational health and safety management system and occupational health and safety goals, implement, review and continually improve performance.
- 4 Create opportunities for participation and consultation on occupational health and safety issues between members and the companies and ensure open communication between them.
- 5 Regularly educate members about occupational health and safety.
- 6 Comply with legal, moral and all other requirements regarding occupational health and safety.
- 7 Investigate and analyze the cause of any occupational accidents that may occur and ensure corrective action is taken.
- 8 Prepare and provide training so that prompt measures are taken should an accident occur.

## Promoting the Occupational Health and Safety Management System

We introduced our occupational health and safety management system in order to maintain and improve these areas. Under the system, we care for the health and safety activities for employees, including those of partner company staff who work on the premises.

Currently, we are preparing to acquire ISO 45001 certification.

## Health and Safety Management

We strive to prevent workplace accidents and impaired health by investigating dangerous situations and toxicity and by implementing countermeasures at each worksite using risk assessment methods. We also raise safety awareness through periodic workplace patrols and employee training in KYT (hazard prediction training) and 5S activities (*seiri, seiton, seiso, seiketsu*, and *shitsuke*, or in English: tidy up, clean, keep clean, and discipline).

For special work involving chemical substances, we strive to mitigate risks by assessing those associated with chemical substances. Also, we verify target substances using safety data sheets (SDS), work confirmations, and appropriate protective equipment.

## Number of Industrial Accidents

We are working to reduce industrial accidents through risk assessment activities for the prevention of accidents and awareness-raising in terms of disaster prevention. In fiscal 2018, there was one industrial accident and no accidents resulting in lost work time (industrial accidents involving leave of absence). Going forward, we will continue to develop our employee safety and health activities with the goal of zero industrial accidents.

## Healthcare

Our efforts in this area include regular health checkups, preventive checkups for lifestyle-related diseases, mental health checkups, periodic environmental measurements, face-to-face consultations with industrial physicians, and follow-up guidance based on the results of health checkups. In addition, we are working to maintain the mental well-being of employee by establishing a dedicated contact point for responding to any anxieties or concerns of staff.