

# Relationship with Employees

Isuzu regards employees as its most precious asset and aims to realize safe and sound working environments.

## ■ Creating Safe and Sound Workplaces

Based on our safety and health concept that safety is created through the united cooperation of all employees, Isuzu strives to create a safe and lively workplace, free from accidents. Our efforts have focused on accident prevention. Our specific themes are: the prevention of industrial, traffic and fire accidents; the improvement of the workplace environment; and the promotion of health (see below).

We have been promoting the creation of a workplace where our employees ensure safety by adhering to guidelines, improving facilities, and reinforcing health control. In February 2006, our Tochigi Plant was honored by the Tochigi prefectural police for its efforts toward the promotion of safe driving, such as a lecture on traffic safety and on-site training in safe driving.

## Measures against Asbestos

According to a survey, no damage to health caused by asbestos was found among our employees and ex-employees. We are removing asbestos from plant buildings and expect this work to be completed by September 2007.

### Key Issues and Initiatives

Key issues	Initiatives
Prevention of industrial accidents	<ul style="list-style-type: none"> <li>• Increase in safety knowledge and awareness</li> <li>• Ensuring safety during work (reviewing procedure manuals, instructing work safety, etc.)</li> <li>• Confirmation of intrinsic safety of production facilities</li> </ul>
Prevention of fire accidents	<ul style="list-style-type: none"> <li>• Appropriate maintenance and control of facilities and equipment that use hazardous materials</li> <li>• Understanding and eliminating factors causing fire accidents</li> </ul>
Prevention of traffic accidents	<ul style="list-style-type: none"> <li>• Preventing traffic accidents of commuters with cars and motorcycles</li> <li>• Improving traffic safety enlightenment campaigns</li> </ul>
Health promotion	<ul style="list-style-type: none"> <li>• Providing health check and health guidance; continuing follow-up</li> <li>• Enhancing mental health</li> </ul>
Improvement of work environment	<ul style="list-style-type: none"> <li>• Continuing environmental evaluation during safety assessment</li> <li>• Promoting the creation of a comfortable work environment</li> </ul>

## ■ Voluntary Activities by Employees: USE21

USE21 is a voluntary workgroup consisting of employees from the engineering division. The group has been actively promoting a workplace free from workplace accidents, traffic accidents and fires, by holding safety workshops. The members are working in several workshops to enhance workplace safety, to educate younger employees as well as to improve product quality and technical skills.

The safety workshop holds first-aid seminars and conducts

workplace safety patrols and traffic speed control on the premises.

The training and safety campaign workshops include lectures and



First-aid seminar

skills practice that have contributed significantly to the prevention of industrial accidents. The exchange group is performing recreational activities to promote exchange with USE21 members and their health. An Indica tournament was held in 2006.



Indica tournament

## ■ Promoting Total Health

We promote mental and physical health among our employees and their families, with a focus on the prevention of lifestyle diseases. For example, we have a system in place that allows employees to receive 24-hour telephone health counseling and mental health counseling from external professionals.

In addition, we are conducting campaigns that focus on health building of employees and their families. The Gargling and Washing Hands campaign, as well as the Teeth Brushing campaign, were attended by many families, among others. Recreational events such as hiking, strawberry picking and orange picking help build not only health, but also communication among families.

### Health Promotion Center Activities

Complete medical check-up	4,268 persons
Examination following complete medical check-up	2,853 persons
Mental health counseling	112 persons
24-hour telephone health counseling	321 persons
Participants in hiking	1,065 persons
Participants in recreational sports	993 persons
Home guidance for the aged	337 persons
Lifestyle diseases prevention, Gargling and Washing Hands campaign, etc.	3,382 persons



Popular strawberry picking

## ■ Gender-free Employment Opportunities and Employment of Persons with Disabilities

For the reformation and proper application of the personnel system in compliance with the amended law, Isuzu has realized complete equality between male and female employees in every area of the company's operation, from recruiting to payment. We are actively promoting people with strong motivation and excellent ability in a global society, assigning management and overseas posts to female employees as well.

From the viewpoint of child rearing, we have a longer childcare leave system than the legal requirement so that women can have more opportunities to work in society. The legally regulated childcare leave is one year and six months, but Isuzu allows a maximum of two years and six months of absence for child rearing. Twenty-four employees took childcare leave in fiscal 2006 (one male and 23 females).

We are also promoting the employment of disabled persons with a view to realizing a society where people support each other, regardless of disabilities. The employment of persons with disabilities in fiscal 2006 was 1.82%, which exceeded the legal rate and the average rate of other private sector companies for the seventh straight year.

## ■ Employee Satisfaction Survey

In December 2006, Isuzu conducted an Employee Satisfaction Survey in order to utilize survey results to improve the work environment and determine new measures for improvement. The survey centered on finding how employee motivation had changed since the previous poll, held in 2004.

The survey results revealed that employee satisfaction has improved with factors involving the company such as its management policy, orientation, potentiality and business performance. On the contrary, it was found that customer satisfaction had declined with factors involving individual employees such as their work environment, human relations and the types of their work. These findings suggest that individuals take more interest in work as their loyalty to the company increases.

Rewards and environmental improvement were cited as factors that affect employee motivation. However, it was indicated that employee motivation increases with each survey.

We will remain focused on the motivation of employees, according to the Employment Satisfaction Survey, and utilize the results as one of the measures to confirm the orientation of the company.

## ■ Personnel Development

We reviewed our training system in line with the new personnel system of April 2005, and recognizing that increasing an individual's abilities is linked to raising collective achievements and thus Isuzu's achievements, we have been providing various training programs for employees. In order to achieve our corporate vision of: "Being a Global Leading Company of Commercial Vehicles and Diesel Engines," we offer support for improving employees' performance through various training activities so that they can acquire the knowledge and insight to survive in this competitive world, although such requirements may differ with employees' positions and jobs.

Isuzu considers it important for the company's employees to make the most of their abilities to achieve their goals. The company motivates the employees to build their own careers and provides the managers with the opportunities to communicate with their subordinates regarding career building so that they can conduct career-oriented management. Isuzu has a system to follow up on such efforts. It also has "a job challenge system" (in-house FA system) to help the employees to tackle challenging jobs on their own responsibility and achieve self-improvement. Under this system, personnel changes take place according to employees' wishes.

## ■ Isuzu Motors Technical College

Isuzu Motors Technical College was founded in 1951 to provide technically oriented employees with basic knowledge and to foster future leaders. It was certified by the Governor of Kanagawa Prefecture as a vocational training school. The school has turned out many talented people, with 4,700 graduates since its foundation.

Isuzu Motors Technical College is an educational institution

where mainly basic knowledge and skills are taught, but greater emphasis is on teaching a proper attitude toward manufacturing. In everyday training, it teaches the importance of compliance with rules, concentration, teamwork, patience, passion and an earnest attitude in the process of manufacturing.

The school is nurturing personnel capable of leading a future Isuzu, while at the same time devoting its efforts to the type of training described earlier.



### Basic Training in Overseas Operations

To develop human resources required for a global leading company, Isuzu has been providing various kinds of training according to the ranks of the employees. Here is a message for our in-house journal from a staff member of the company who went to North America to participate in basic training in overseas business, one of our human resources development programs (overseas assignment for business training for a period of six months to a full year).

## Aiming to Acquire Customers' Viewpoints

Naoko Yotsuya, North America Operations Dept. (From Isuzu Commercial Truck of America)

I was in charge of CV sales for North America for three and a half years. My viewpoint was not as customer oriented as that of my seniors who had sales experience on their overseas assignments. That was why I wanted to participate in the training program in the hope of partly closing the gap.

Sales administration in North America is broadly divided into four sales regions, which are subdivided into seven or eight districts. Since the Southeast region I am working for has eight districts, I wanted to do the rounds of dealers with the staff members in charge and to hear what those selling trucks in the forefront of marketing had to say.

Once out of Japan, I felt the strength of Isuzu's human network

anew. Therefore, I wish I could help create an environment in which dealers would find it easier to sell vehicles by activating the human network and become able to speak for the market.

