

# Respect for Employees



## Respect for Employees

### Basic Approach

We respect our employees and have created an environment where they can exploit their skills to the fullest and work safely and comfortably so that Isuzu and its employees can grow together.

### Initiative Themes for Respecting Employees

To make our policy of respecting our employees a reality, we have identified and are working on the following issues.

1. Initiatives to support a Diversity of Workstyles
2. Occupational Health and Safety (including cooperating companies)
3. Utilization of Diverse Human Resources
4. Personnel Development
5. Improving Job Satisfaction
6. Labor-Management Relations

### Management Structure

Regarding human resource policy initiatives, in addition to reporting on human resource policy-related matters at management meetings on a case-by-case basis, management division meetings are held on regularly to share information on initiatives and progress among divisions.

The Administrative Division Meeting is attended by the EVP and VPs of the Administrative Division, as well as the heads of the Human Resources Planning Department, the General Affairs and Personnel Department, the Labor Relations Department, and Isuzu Hospital.

### Initiatives

## Initiatives to Support a Diversity of Workstyles

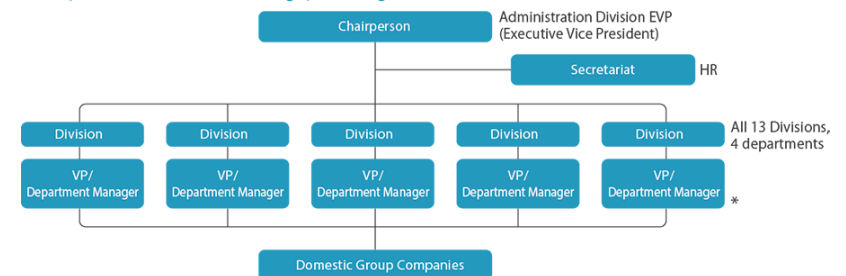
### Basic Approach to Workstyles Reform

The basic approach behind the workstyles reform that Isuzu is aiming to achieve seeks to nurture workstyles that are suitable for the job while improving productivity. To successfully implement workstyles reforms throughout the Company, we hold workstyles Reform Promotion Meetings once every three months. At these meetings, we discuss new plans and measures from the perspectives of job satisfaction and ease of working, and swiftly expand them across the Company.

### Workstyles Reform Promotion Meeting System

The members of the Workstyles Reform Promotion Meetings are the Vice Presidents (VPs) of different divisions and representative department managers. The Administration Division functions as a secretariat to organize the meetings. Isuzu Motors Labor Unions attend as observers, which makes the efforts adopted more effective as the opinions of employee representatives are taken into consideration.

Workstyles Reform Promotion Meeting System Diagram



\* When a VP or Department Manager member is absent, a substitute must attend

### Workstyles Reform Promotion Meeting Activity Details

Promotion meetings are held once every three months.

- Representatives from all divisions (VP and general managers) encourage discussions as members of the Workstyles Reform Promotion Meetings.
- Examples of initiatives in each division are shared and new initiatives (issues related to telecommuting etc.) are discussed.
- Representatives of all divisions develop and disseminate the content and decisions shared at the promotion meeting with their divisions.

## Respect for Employees

### Workstyles Reform Promotion Meetings Initiatives and Measures

#### 1. Shift toward quality

- The pursuit of productivity improvement according to the nature of the job tasks. (Considering and refreshing workstyles, including telecommuting, for each division)
- Partially introduced non-core flextime to accommodate global time differences
- Efficiency and standardization of operations, as well as the automation of routine tasks through RPA utilization

#### 2. Flexible workstyles

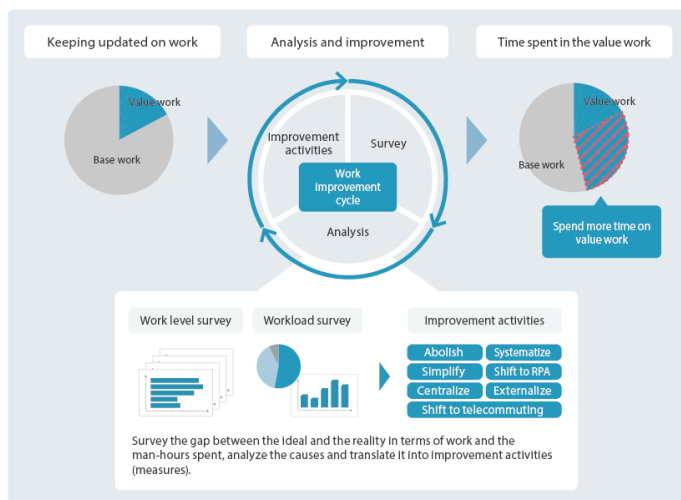
- Expansion of telecommuting to accommodate parenting/nursing care responsibilities.
- Telecommuting for employees returning to work after long-term leave, due to infertility or difficult medical treatments
- Flexible changes in work arrangements during the COVID-19 pandemic

### Efforts to Achieve a Continuous Improvement in Productivity

Workstyles Reform Promotion Meetings analyze the “base work”<sup>\*1</sup> of respective departments to automate and simplify these with the use of RPA and other means. The aim of this approach is not only to reduce work hours but also to achieve continuous improvements in productivity by dedicating the time saved by automation and simplification to “value work”<sup>\*2</sup>.

\*1 Base work: Regular work that is a function necessary for completing business and is performed within an existing framework.

\*2 Value work: The kinds of work that, if you focus on them, make your company more competitive and improve the company's performance. Value work has high added value for the company.



## Initiatives Occupational Health and Safety

### Basic Approach to Occupational Health and Safety

Based on Isuzu's safety and health philosophy, we promote business activities with employee safety and health at their heart. The values are universal and remain unchanged at any time and in any environment. Please note that this philosophy applies to all persons employed by Isuzu regardless of their employment status and all employees of all affiliates working on the premises.

### Isuzu Health and Safety Philosophy

わが社の安全衛生理念  
安全はすべての人が協力して  
作り上げるものです。  
一 きれいで明るい職場にしましょう  
二 災害は予測して退治しましょう  
三 自ら進んで健康づくりに努めましょう

### Our Policy for Health and Safety Activities

Each one of our employees goes back to the Isuzu Health and Safety Philosophy and gives utmost priority to safety in anything they do. We also work to raise our awareness about safety and health and encourage all employees to work together to ensure safety for all.

## Respect for Employees

### Occupational Health and Safety System

A Health and Safety Committee meeting is held once a month at all business sites to discuss between labor and management. Topics such as employees' industrial safety, road safety, health management and workplace environment improvements. Committee meetings are also held on a departmental basis to smoothly share the discussions held at the Health and Safety Committee meetings. For our domestic subcontractors, we have organizations such as the Isuzu Safety and Health Cooperative Association consisting of our affiliates, and strengthen our cooperation by providing guidance on safety, health, fire control and disaster control through monthly corporate diagnoses. In globalizing our operations, we also hold regular meetings to share information about occupational incidents that have occurred at our domestic affiliates and provide guidance where necessary.



\* Health and safety management is overseen by the officer in charge of the Health and Safety Department, and reports are made as appropriate depending on the nature and urgency of the situation.

### Occupational Health and Safety Efforts

Ensuring employee safety is the top priority for the Company, and Isuzu is diligently and steadily working on key issues to build a workplace that firmly upholds safety principles. Additionally, we actively strive towards achieving the safety management goals of our factories.

#### Occupational Incidents Target for FY2023

Total Number of Incidents: 6 cases  
Total Number of Fatalities: 0 case

#### Initiatives in Risk Assessment

At Isuzu, for the reduction of disaster risks, when new manufacturing and development equipment is introduced, we strive to reduce equipment risk by conducting risk assessments on the planning, maintenance, use, and health and safety of the equipment before and after the equipment is put into operation. In addition, within existing processes, besides the workplace inspections mandated by regulations, plant managers and representatives from each workplace regularly conduct safety patrols to perform risk assessments for any issues such as 'unsafe conditions or behaviors.' By promptly addressing identified issues, we are promoting the creation of a safe workplace.

### Expand Experience-based Safety Training

Each workplace has a safety training center for employees to simulate disasters and practice Isuzu's safety principles. Site workers simulate disasters at least once a year so that become more sensitive to hazards. To prevent occupational incidents resulting from human error, we have introduced virtual safety training to deepen employees' awareness of safety. We have been expanding the target audience for virtual safety training and enriching VR content since the previous period to further deter unsafe behavior that cannot be fully addressed through hardware measures alone.



Hazard experience education using VR



An instructor provides training through the virtual experience of hazards

#### Improving the Workplace Environment (1) Site Patrol from Multiple Perspectives

Based on the idea that differences in job positions, departments, age etc. have nothing to do with safety, Plant Executives of Isuzu go on patrol around their plant and also speak with workers. Additionally, mutual patrols by the health and safety personnel appointed at each workplace and the Labor Unions are conducted to identify on-site hazards from various perspectives and remove risks. These patrol activities aim to raise the level of health and safety by highlighting unsafe behavior and situations, identifying the good practices being carried out and new findings, and expanding them throughout the Company.



The state of the patrol

## Respect for Employees

### Improving the Workplace Environment (2) Use of Drones to Minimize the Risks of Falls that May Result from Work in High Places and Their Utilization During Earthquakes

Inspecting a roof using human workers entails difficulty with frequent inspection and the hazards typical of work in high places. Isuzu has established drone-based roof inspections. Use of drones saves workers from having to climb up onto the rooftop, which adds to their safety and also makes it possible to increase the frequency of inspection and obtain more detailed images. As a consequence, it also helps to streamline work. Furthermore, we utilize drones during disaster preparedness and business continuity management (BCM) training to establish a method for swift information gathering regarding the situation within a factory and surrounding areas in the event of a disaster.



Drones



Confirmation of aerial footage

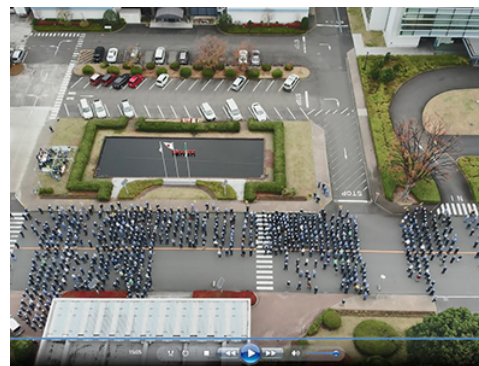
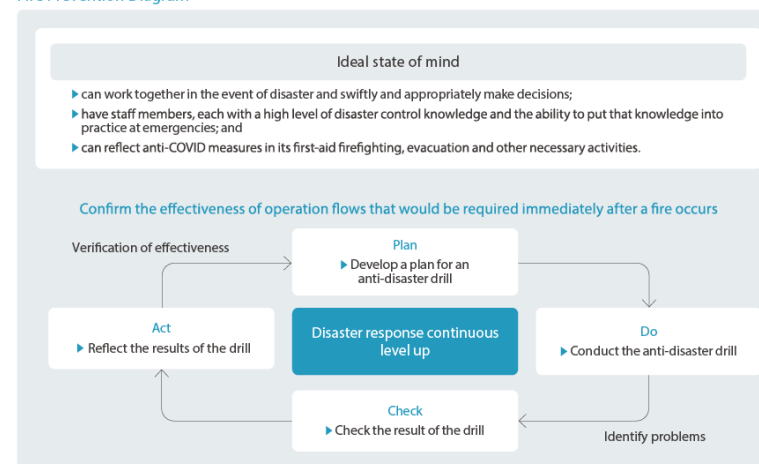
### Improving the Workplace Environment (3) Fall Prevention Measures Through the Introduction of Stumble-resistant Safety Shoes

Aging tends to increase the risk of falls due to factors such as decreased muscle strength. During disasters, older people are also more prone to experiencing severe outcomes compared with younger age groups. Therefore, we have introduced "stumble-resistant safety shoes" to prevent workplace incidents and promote the creation of an age-friendly and comfortable working environment. Since their introduction, many employees have noted that they now feel less likely to stumble.

## Anti-disaster and BCM Drills

Our business sites assume many different risks of disaster and conduct anti-disaster and BCM (business continuity management) drills to ensure a quick and proper disaster response. For a drill, a task force is set up and the staff practice evacuation from their respective workplaces. A fire drill is conducted in spaces where a fire could break out. We seek advice from outside consultants to minimize risks and pursue the establishment of a more practical flow of operations by following our measures against the spread of COVID-19. Additionally, in anticipation of people having difficulty returning home in the event of a disaster, we are taking measures to ensure the safety of our employees by stockpiling food and water and providing lodging and other facilities.

Fire Prevention Diagram



Evacuation drill with maintained social distance (aerial footage captured by a drone).



BCM training (setting up outdoor emergency response headquarters in preparation for a disaster)

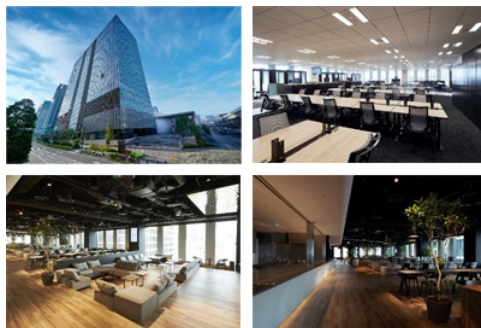
## Respect for Employees

### WELL Building Standard™

At Isuzu's Yokohama Headquarters, which relocated in May 2022, we have attained the highest level of "Platinum" certification under the U.S. health-focused building performance assessment system known as the "WELL Building Standard™".

WELL Building Standard™ is an international accreditation system that evaluates whether office spaces enable employees to work in a healthy and balanced environment for their physical and mental well-being. Operated by the U.S. non-profit International WELL Building Institute (IWBI), it has four certification levels (Platinum, Gold, Silver, Bronze), marking the first achievement for a domestic automotive manufacturer.

Isuzu aims to evolve management from ESG perspectives in its Isuzu Mid-term Business Plan. On the human resources and organizational front, it is striving for a transformation into a company that spurs innovation. During the process of relocating our headquarters, we focused on establishing a workplace environment where employees can work energetically while upholding their physical and mental well-being. Consequently, the office space that meets the Platinum level of the third-party certification "WELL Building Standard™" received high praise.



### Maintaining and Promoting Employees' Health

Employees have regular and special health checks to stay healthy and prevent occupational diseases. Those with a medical finding receive individual guidance and/or a recommendation for a hospital visit. We also help workers who have been ill to return from an absence and balance their work and medical care. Our workers such as those working long hours may receive help on an individual basis. Our efforts to promote health also include the introduction of healthy menu items to the menu of staff cafeterias and measures against passive smoking.

To address global health issues, we provide health guidance and follow-up examinations based on the results of medical examinations for employees posted overseas and their accompanying family members, hygiene guidance according to the infection situation in the destination country, dengue fever, rabies, malaria and tuberculosis. Our support measures include providing the Recommended vaccinations, local medical information and consultation support, consultation services regarding medical examinations, medical treatment, guidance on mental and physical concerns while on assignment, and visits by industrial physicians to the destination country.

### Anti-COVID Measures

To counter the spread of COVID-19, Isuzu has introduced anti-COVID equipment to its offices and factories, implemented awareness-raising activities and otherwise works to prevent infection. If someone has been infected, we quickly take meticulous steps to address the individual's situation in a thorough effort to prevent the spread of infection. After the infected person completes their medical treatment, an industrial physician conducts a return-to-work interview, consults on any after-effects, and offers other support so that the individual can return to the workplace with peace of mind. Additionally, we have been strengthening support for the vaccination of employees and their families with the new coronavirus vaccine by holding inoculation programs in workplaces.

### Infectious Disease Control at Isuzu Motors South Africa (IMSAf)

Isuzu Motors South Africa (IMSAf), which produces and sells commercial vehicles, buses, and LCVs for South Africa and neighboring countries, is taking the following infectious disease measures as part of its efforts to address the health issues impacting its employees, their families, and the community.

#### COVID-19

In partnership with local medical institutions, IMSAf has set up a COVID-19 vaccination center within its facility to provide vaccination opportunities for employees and their families to prevent infection. IMSAf was also engaged in a project to renovate a local hospital, which was closed and dilapidated so that it could be used as a vaccination site for COVID-19. Specifically, the company will pay for the renovation project itself and the expenses necessary for the renovation, and IMSAf employees have worked together to open vaccination sites so that medical personnel and local residents could be vaccinated as soon as possible to prevent the spread of COVID-19 in the region.



IMSAf employees who received the vaccine



IMSAf site manager and local government officials during hospital renovations

## Respect for Employees

### HIV/AIDS

Every year on World AIDS Day, IMSAf employees and their families and friends hold a commemorative ceremony. By providing an opportunity to pray for those who have passed away and those who are impacted by HIV/AIDS, we help to raise awareness of HIV/AIDS and ultimately prevent it.



Email to employees informing them that a commemorative ceremony will be held on World AIDS Day

### Push Forward with Mental Health-related Measures

Self-care support includes stress checks and subsequent interviews and self-care training for new employees. In addition to establishing a counseling system in the workplace, we provide line care training and counseling to managers based on the results of stress checks. The occupational health staff provides daily consultation services at the workplace, referrals to external organizations when necessary, coordination of employment measures in the workplace, and ongoing follow-up care. Additionally, we utilize EAP\* as an external resource to provide counseling and training.

\* EAP: Assistance by external experts

### Helping Employees Who Have Been Ill to Return to Work

Isuzu's support activities are designed for employees to feel secure about returning to work from recuperation. Before returning to work, we conduct in-depth status checks and provide support for employees returning to work in cooperation with occupational physicians, public health nurses, workplaces, and labor relations staff. We support the preparations for the return to work by providing lifestyle guidance and training and utilizing rework facilities (external return-to-work support facilities) through EAP. After the return to work, we provide continuous follow-up through periodic interviews with industrial physicians and public health nurses to help ensure that the employee can continue to work with peace of mind.

### Efforts to Help Employees Stay Healthy

With regard to the health management of employees and their families, Isuzu regularly analyzes receipts (medical expenses) and health check data to identify health issues that should be given priority and plans and implements healthcare services (data health plan).

(No. of people)

Priority Issues	FY2021	FY2022	FY2023
Examinees of Specific healthcare guidance	1,003	1,677	2,056
Examinees of comprehensive checkup	4,821	4,194	5,219
Mental health counseling users	86	100	76
Users of round-the-clock telephone health consultation	99	101	64
Participants in recreation and sports events*	-	-	-
Visiting the elderly to provide guidance*	7	-	3
Participants in health seminars*	1	-	-
Participants in Prevention of lifestyle-related diseases, gargle/hand-wash recommendation campaign, walking challenge, etc.	2,030	1,375	1,667
Users of training areas*	-	-	1,336
Examinees of Gynecological exam	1,373	1,399	1,456

\* The numbers for recreation and sports events, visiting the elderly for guidance and health seminars have decreased significantly due to COVID-19.

### Main Health Issues Recognized

- Medical expenses per person for the treatment of lifestyle-related diseases are increasing significantly in people in their 40s and older.
- Low utilization rate of health checks (specified health checks) among household members (dependents) delays disease prevention.
- The rate of smokers among employees is much higher than the average, negatively affecting the progress of health maintenance and promotion.

These are the main health issues recognized by Isuzu as the insurer, and we provide healthcare services with a focus on responding to these issues. Health management, measures for mental health, and other health-related issues are handled by the Health Consultation Offices under the General Affairs & HR Dept. and the Employee Relations Dept.

## Respect for Employees

### Utilization of Diverse Human Resources

#### Rationale for Utilizing a Diverse Workforce

Isuzu respects the differences between people such as age, gender, nationality, disability, and work environment, and believes that utilizing such differences can increase employee motivation and improve the Company's competitiveness through the creation of new ideas and value.

We will continue to promote various measures to employ those with disabilities, foreigners, and other employees of diverse backgrounds and work to create an environment that facilitates short-time work, childcare/nursing leave, and more.

#### Promoting a Healthy Work-life Balance

Isuzu's employees are encouraged to take at least 18 days of annual paid leave. More specifically, the Workstyles Reform Promotion Meetings share data such as the length of annual paid leave taken at each division and examples of related measures, in pursuit of a corporate climate where taking annual paid leave is easy. Employees are also encouraged to set no overtime days (every Wednesday and Friday), telecommute or have flextime to balance their work and life.

#### Key Programs to Support Employees to Provide Parenting and/or Nursing Care

Childbirth/parenting	Parenting leave program	May be taken in installments until the end of the April after the child reaches the age of two
	Leave for spouse's childbirth	Three days within a two-week period after the date of delivery
	Nursing care leave	Available for the nursing care of children until they begin elementary school
	Short working hour system	Shorter working hours are available until the end of the March after the child reaches the third grade of elementary school
	Teleworking system	Employees are permitted to work from home from the time of their pregnancy until the end of March immediately after the child enters the third grade of elementary school
Nursing care	Nursing care leave program	Period required for care (up to 1 year)
	Nursing care leave	Can be obtained to care for family members
	Short working hour system	Shorter hours are available for the period needed to care for the patient
	Telecommuting System	Employees are permitted to work from home to care for family members

#### Working Remotely

Currently, telecommuting is offered according to the nature of the work in each division. We also have satellite offices in different areas so that employees can telecommute when they are visiting other business locations. Telecommuting involves reviewing our conventional work and how we do it. It also contributes to improvements in productivity.

### Promoting Opportunities for Women

We are fully aware that the promotion of diversity and inclusion is an important factor to ensure our sustainable growth and continued contribution to society. At present, Isuzu has about 450 full-time female employees, of whom approximately 10% are at the management or executive levels. We have also obtained the highest level of Eruboshi certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace. We will continue our efforts to develop, promote and empower female employees.

#### Action Plan for Promoting Opportunities for Female Employees

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, Isuzu has drawn up the following action plan:

- By the end of March 2024, the number of women in senior management positions will be twice as large as it was in FY2015 when the target number of female managers was set.

#### Earning the Highest-level of Eruboshi Certification Based on the Act on Promotion of Women's Participation and Advancement in the Workplace

This certification is awarded by the Minister of Health, Labour and Welfare based on the Act on Promotion of Women's Participation and Advancement in the Workplace to recognize companies that have achieved excellent results in promoting women in their workplaces. The certification is divided into four levels depending on the degree of achievement of criteria in the five categories specified by the Ministry of Health, Labour and Welfare (hiring, continued employment, work hours and other workstyle issues, the proportion of women in management positions and diversity of career courses). Isuzu earned Certification Level 3, the highest certification level.





## Respect for Employees

### Diversity and Inclusion

Isuzu Group and Volvo Group have established a network called "VOIS" with the objective of advancing Diversity, Equity & Inclusion (DE&I). This network aims to share best practices concerning DE&I within both groups and foster positive changes for their respective employees. In October 2022, an event focused on unconscious bias was held at the Volvo Group headquarters in Gothenburg, Sweden. The presidents and executives of both companies participated in a discussion about how unconscious bias affects relationships with customers, clients, and partner companies, the significance of inclusion in cross-functional work, and the role of DE&I in strategic collaborations. The event was live-streamed, and approximately 2,500 executives and employees from both groups participated, furthering their understanding of unconscious bias.



VG headquarters venue



President Minami sharing experiences from the time he used to work in the United States.

### Promoting the Role of Post-retirement Employees

Isuzu has established a system to reinstate retirees so that people over 60 can continue working with us. Currently, about 800 retirees have been employed at Isuzu.

### Employment of Non-Japanese Personnel

As part of our initiatives to provide an inclusive workplace environment where employees from diverse cultural backgrounds can work comfortably, we have implemented measures such as setting up on-site prayer rooms and offering menu items for those with religious dietary restrictions.

### Local Employment

The Isuzu Group's basic recruitment policy is to hire locals. We actively employ locally in the countries and regions in which we operate. Our overseas Group companies employ 15,951 people, mainly locally-hired workers.

### Encouraging the Employment of People with Disabilities

To help build a society where people with and without disabilities can support each other and live prosperous lives, we are actively hiring not only new graduates but also mid-career workers to employ people with disabilities. Isuzu also assigns employees with disabilities not only to administrative positions but to technical workplaces, taking into account their disabilities as well as their aptitudes and wishes so that they can exploit their talents.



## Respect for Employees

### Isuzu Technical High School

Isuzu Technical High School provides education and training program for our new technical employees (trainees) who are high school graduates. There are two courses: a three-month training course and a one-year training course. Both courses emphasize the knowledge, skills, and attitude required from Isuzu technical employees.

Moreover, school instructors to guide the trainees are selected from our employees working in the field. This allows the instructors to review their own operational knowledge, and at the same time to learn how to develop talent. As a consequence, the instructors will also improve.



Theoretical and Practical Training at Isuzu Technical High School

### Skills Transmission and Development

Isuzu strives to enhance the skill levels of employees from the perspective of perpetuating and developing engineering skills by establishing a graded training system for technical staff.

#### Initiatives by Division

##### ▶ Manufacturing Division

1. Each workplace undertakes training activities to pass on the special skills that are advanced and require significant experience. In addition, the Manufacturing Division as a whole provides systematic training to pass on skills.

\* Graded training for technical staff: New employee, young, mid-career, supervisor, etc.

2. Isuzu workers enter the annual National Skills Competition with the aim of acquiring the highest skills in Japan, and have won higher prizes for successive years.

FY2020 Silver Prize: Automobile sheet metal work (1 person)

Honorable Mention: Automobile sheet metal work (1 person), lathe (1 person) and machine assembly (1 person)

FY2021 Silver Prize: Machine assembly (1 person)

Bronze Prize: Automobile sheet metal work (1 person)

Honorable Mention: Automobile sheet metal work (1 person) and machine assembly (1 person)

FY2022 Bronze Prize: Machine assembly (1 person), lathe (1 person)

Honorable Mention: Machine assembly (1 person)

FY2023 Honorable Mention: Machine assembly (1 person), lathe (1 person)

3. We provide advanced skills training and leadership training in collaboration with external training institutions. The number of workers who have passed the National Trade Skill Testing & Certification has doubled since 2011. Administration Division is working with workplaces to run study sessions and practice sessions to support employees in acquiring qualifications.

##### ▶ Engineering Division

1. Every year we prepare career plans with career goals shared among superiors and subordinates, and implement training courses with varying curricula and OJT for employees to acquire skills according to their job level.

2. Isuzu provides advanced skills training at the Isuzu Monozukuri Service Training Center and in collaboration with external training institutions such as polytechnic centers.

3. Isuzu has established its own accreditation system for test vehicle driving with the aim of improving employees' driving skills.

## Respect for Employees

### HR Performance Evaluation System

#### Personnel Development/Deployment Cycle

At Isuzu, the process from training to assignment, evaluation, and treatment is described as the personnel development/deployment cycle. It is implemented as a mechanism that independently and systematically develops personnel.

#### Fair Evaluation and Treatment

Isuzu has a system for evaluating each employee in terms of criteria such as job performance, role, degree of contribution, skill improvement, and the extent to which he/she demonstrated his/her skills. The evaluation system helps to bring out the skills of each and every employee to the fullest and ensures that they are evaluated in a fair and equitable manner, without discrimination based on irrational reasons such as social standing, origin, race, beliefs, or gender. This leads to greater job satisfaction and motivation among employees.

### Career Development Support

In addition to position-based education programs, Isuzu provides self-development support for employees to develop their careers, such as providing them with access to various business courses and online English conversation training.

## Improving Job Satisfaction

### Basic Approach to Improving Job Satisfaction

We will prioritize and actively work toward enhancing the sense of fulfillment all employees experience in their work with the Isuzu Group, positioning the experience of fulfillment as a mission within our corporate philosophy and considering it a significant management issue. To ensure that employees are energized, we will continuously conduct consciousness surveys regarding job satisfaction and observe any changes in the data. The results of these surveys will be utilized to formulate the next set of job satisfaction measures, and Isuzu will continue working toward becoming the number one company in job satisfaction.

## Labor-management Relations

### Basic Approach to Labor-management Relations

Isuzu respects employees' freedom to associate (or not) and freedom of collective bargaining and strives to create a comfortable working environment through cooperation between labor and management. Isuzu has established fair and sound labor-management relationships founded on mutual trust between management and employees, who cooperate to tackle challenges.

- Key management issues: Considered and discussed at labor-management councils and other meetings held regularly between labor and management.
- We also encourage lively discussions on our management policies with recommendations by the Labor Unions based on the current workplace situation.
- For the operation and review of various HR/labor-related systems and programs, we proceed after thorough discussions between employees and management based on each party's awareness of the issues.

Through such relationships between labor and management, we further strive to improve the effectiveness of various measures as well as the objectivity and transparency of our corporate management. Isuzu is committed to further developing an environment that is ideal both for the employees and the employer.

### Major Labor-management Forums in Practice

#### Content of the Major Labor-management Forums

Labor-management Negotiations	Spring negotiations	Main purpose: Labor-management negotiation regarding overall life improvements Agenda: Wages/bonuses, general working conditions Corporate representatives: President and Division EVP
	Labor management study committee	Main purpose: A forum for discussion throughout the year Agenda: General working conditions Attendees: General Manager of HR Planning Dept., General Manager of General Affairs & HR Dept., General Manager of Employee Relations Dept.
Labor-management Council	Central labor-management council	Main purpose: To discuss Company-wide business activities Agenda: Company management policy, production, sales, accounting, wages, R&D, etc. Corporate representatives: President and Division EVP
	Specialist labor-management council	Main purpose: Conducts specialist labor-management council meetings related to production Agenda: Policies for initiatives related to production, productivity improvements, and state of progress Attendees: Executive Officer and General Manager related to Manufacturing Division, VIP, General Managers
	Plant labor-management council	Main purpose: Monthly labor-management consultations Agenda: Operating structure, work environment, benefits, etc. Attendees: Plant Executives, relevant department manager, etc.
Labor-management forum		Main purpose: A forum for the exchange of opinions between labor and management at the division level Agenda: Policies and issues of each division, workplace voices, etc. Attendees: EVP, VP, General Managers, etc.

## Respect for Employees

### Annual Schedule for Major Labor-management Negotiations and Council Meetings

