

# Active Roles of Diverse Human Capital



As a Group that values people, we respect the diversity, personality, and individuality of our employees and aim for “active roles of diverse human capital.” Amid a business environment undergoing rapid globalization, we are promoting the recruitment of overseas human capital, and developing global human capital through various educational programs including long-term and short-term study abroad programs. In response to the decline in labor force due to the declining birthrate and aging population in Japan, we are working to create an environment where employees can exercise their abilities regardless of gender or disability, making efforts such as enhancing the systems for childcare leave, shorter working hours for childcare, and considerations toward making workplaces barrier-free. We are also providing career support for women to promote their shift to professional positions. In addition, to reform work styles, we are focusing on the introduction of a remote working system, a selective working hour system, and a reduction of the total number of working hours per year by reducing and streamlining meetings, as well as revitalizing communication through the use of new IT systems. We will continue to create an environment in which each and every employee can achieve a life-work balance and diverse human capital can exert their abilities to the fullest with enthusiasm.



We will further advance our autonomous organization and work to create systems and an environment in which diverse human capital can work with verve and contribute to business performance

We have been promoting the MX project with the aim of becoming an autonomous organization. In fiscal 2022, we drastically changed the personnel system from seniority to competency-based evaluation, and we focused on achieving this goal. With regard to competency evaluations, fairness and transparency have been ensured from multiple perspectives, and it has become well established. We have also strengthened our efforts to support career development and launched a job posting system based on internal recruitment to help employees realize their own career goals.

Diversity in human capital can also contribute to business performance. To this end, we have been working to create an environment and systems, and we were even certified as an Osaka City Leading Company in Women's Participation for our work environment conducive to women's work. We were also registered as an Osaka prefectural “Men and Women Lively and Vigorous Declaration” business. The ratio of female graduates from graduate schools, universities, and high schools was 29.6% in 2023. I would like to increase the ratio so that it becomes the norm to have women in every department. In addition to flexible childcare leave, in fiscal 2022, we began a system for “paternity leave after childbirth.”

It is fully paid, and we have been maintaining a 100% rate of being taken.

In addition, the utilization of senior human capital is a major challenge amid the declining labor force. While considerations are being made to gradually raise the retirement age, we also think it is necessary to create a system that links roles and compensation.

In fiscal 2023, we will establish the competency evaluation and job posting systems, which were drastically changed in fiscal 2022. We will bring the MX project to its final stages by involving members, promoting OKR activities to be worked on as a team, and promoting the competency evaluation system for line-level positions.

At the same time, as the globalization of our business continues, the recruitment of overseas human capital is also important. We will continue to hire highly skilled engineers from overseas.

Furthermore, regarding employment of persons with disabilities, we are considering not only in-house employment, but also the creation of a system as a company to provide a safe place for them to work in the local community.

In addition to women, senior human capital, and overseas human capital, addressing the situation for people with disabilities and those of the LGBTQ+ community, for which efforts are lagging, is another challenge. By having diverse human capital play an active role, we will be able to develop the company to various aspects. To this end, we will develop a personnel system and an environment in which everyone can work with verve.



Personnel & General Affairs Unit Leader  
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## • Creating an active and energetic working environment

By actively working to create a comfortable working environment for women, we have been certified as an Osaka City Leading Company in Women's Participation, which is a certification for companies that meet certain standards. We also registered as an Osaka prefectural “Men and Women Lively and Vigorous Declaration” business, which is a system that supports businesses that promote initiatives which enable men and women to work with verve, such as through the utilization of women's abilities or support for balancing work and family life, thereby creating an even more comfortable work environment. Amongst the professional employees who joined the company in April 2023, the ratio of women was 41.6%. We will continue to strive to create a company where all employees, regardless of gender or age, can play an active role.



Osaka City Leading Company in Women's Participation Certification Mark



Osaka prefectural “Men and Women Lively and Vigorous Declaration” Business Operator Certification Mark

## • Strengthening the career development support system

We are strengthening our efforts on the career development support system, which supports employees' autonomous career development. As a measure to support independence and autonomy, we launched a job posting system that is based on in-house recruitment, enabling employees to realize further development in their careers on their own initiative. In addition, in order to provide opportunities to think about one's own career, we have introduced career design training as rank-based training. As an autonomous organization, we will create an environment where employees can build their own careers and anyone can challenge themselves.

## • Creating a workplace where foreign employees can play an active role

The Shiga Plant of Toyo Aluminium Ekco Products Co., Ltd. has more foreign nationals than any other plant. There have been seasonal fluctuations in sales since the company was founded, but these have grown year by year since 2010, resulting in a chronic shortage of staff. Konan City, where our plant is located, has the highest proportion of foreigners in Shiga Prefecture, so we have had many foreign nationals working there since 2012. Currently, about 40% of the 120 employees are foreign nationals. In order to address the language barrier, which is a major challenge in employment, we are making efforts to ensure that everyone can work safely, such as by translating work procedures into everyone's native language. We still have other issues to be addressed, but we will strive to be a plant that recognizes diversity and allows all employees to play an active role.



A foreign employee at work

No	主なステップ	急
	—運転する(生産開始)—	
1	プレス機のエアスイッチが「入」になっているか確認する	
2	原液コート機操作盤のブレーキが「入」になっているか確認する	反対側もある(左右)
3	原液コート機操作盤の電源を「入」にする	
4	原液コート機操作盤のタッチパネル左上の赤い「停止」をタッチする	停止状態では「停止」ボタンは「動」になっている
5	タッチパネル左上の赤い「停止」が、青い「起動」に変わったか確認する	変わらない時は、左右2押しボタンが解除される
6	TX液送りポンプを指で触り、作動しているか確認する	作動していない場合は、左に回して開ける。その場合はフィルターが詰まる
	—停止する(生産終了)—	
1	プレスが停止しているか確認する	

原	Số	Các bước chính	Điểm quan trọng
		<b>Chuyển động(bắt đầu sản xuất)</b>	
1		Kiểm tra công tắc khí ở bảng điều khiển của máy có ở trạng thái bật hay không	
2		Kiểm tra công tắc phanh ở bảng điều khiển có ở trạng thái bật hay không	Phía đối diện cũng có (trái/phải)
3		Bật nguồn bảng điều khiển máy	
4		Ấn vào nút dừng (bắt đầu màu xanh ở phía trên bên trái trong màn hình điều khiển)	Trạng thái dừng/停止/Trạng thái dừng/停止
5		Kiểm tra xem trạng thái ở màn hình đã chuyển từ dừng(màu đỏ) thành màu xanh(màu xanh) hay chưa	Nếu không thay đổi hãy kiểm tra bên xem các nút ấn dừng hoặc nhấn lại máy
6		Chạm tay vào máy bơm dầu để xem bơm có hoạt động hay không	Nếu không hoạt động thì hãy sang bên trái van khí. Nếu vì hoạt động thì hãy thay dầu.
		<b>Dừng máy (kết thúc sản xuất)</b>	
1		Kiểm tra xem máy dập tạo hình đã dừng hay chưa	
2		Ấn vào nút dừng màu đỏ (停止) trên màn hình điều khiển	

Work procedures translated into Vietnamese