

Human Resources and Diversity

As Akebono globalizes its operations, the Group is working to recruit and develop human resources who can work in and outside of Japan, and taking a proactive approach on issues such as managing diversity and achieving a work-life balance.

Basic Human Resources Policy

To provide opportunities to all associates and to support them so that they can share the company's successes.

Akebono believes that the most important factor that guides a company to success is human talent (our associates). Guided by that belief, we set forth our basic human resource policy that "each associate must be given the opportunity to exert their abilities and be continuously supported to share their success with the company." We are striving to build our long-term global personnel policy as well as to facilitate associates' ability to establish their individuality and foster mutual respect and trust.

Moreover, we are working on human rights education and enlightenment with high regard for human rights to achieve an organization with abundant diversity and creativity.

Human Resources Nurturing and Personnel System

We strive to ensure that our associates are assigned optimal positions and work locations based on their competencies, regardless of their nationality. To this end, our human resource recruitment, nurturing and administration systems are premised on abundant respect for human rights as well as associates' individuality, privacy rights and diverse value systems.

In particular, we are developing our associates'

communication skills, flexibility in dealing with diverse cultures and their linguistic abilities. Addressing differences in training programs and personnel systems by location, we are working to enhance our Japanese associates' ability to operate in global business settings, putting emphasis on training those who have had few opportunities to engage in duties with peers from other countries with different cultures and native tongues.

Nurturing Globally Capable Human Resources

As a part of training programs for newly recruited associates, Akebono has prepared globally unified educational materials for use at all Group business locations. In fiscal 2011, Akebono has issued the Akebono Starter Book, a standard educational package that features the Company's corporate history since its founding, characteristics of its operations in each region and explanations of APS (Akebono Production System or Akebono Philosophy and Spirit), its corporate culture and philosophy as well as corporate brand management activities. The book is being used in training programs. By learning through this book, all associates are equally informed of the basic knowledge and concepts necessary to act as Akebono business persons. Moreover, with the addition of programs that reflect local concerns, we are developing human resource educational programs optimized for each region and location.

"Ai-Village"

A Center for Nurturing Globally Capable Associates

Since its establishment in 2012, Ai-Village global training center has served as a training ground for numerous associates. Around half of the training sessions held there consist of programs spearheaded by the Human Resources Department, in addition to which there are job level-based training programs and training for selected associates organized by operating departments, such as those handling development, technology, sales and production. In addition to being used as a place for retreat-type training sessions, there were some instances where Ai-Village was used by associates trapped by inclement weather. To maximize the site's utilization, in fiscal 2014 the Company decided to expand the lineup of training programs, initiating Ai-Campus, a series of open seminars comprising around 80 courses. Among

these are language training programs aimed at nurturing globally capable associates as well as lectures on basic knowledge about manufacturing and Akebono products. Looking ahead, we will continue to strive to fully utilize this facility to nurture competitive human resources.



View of Ai-Village

Human Resources and Diversity

Promoting Diversity

Akebono aims to strengthen its corporate capabilities in a way that reflects the high respect it has for the values of each associate and their diversity. In other words, the Company cherishes associates' individual aspirations regarding work and life so that each can develop their creativity in the course of their duties, which, in turn, will help bring about a more vibrant company overall.

Akebono is promoting diversity because it recognizes that as it expands globally, it is becoming increasingly important to establish a corporate structure that helps each associate realize their full potential regardless of their value system or cultural background. In line with this recognition, we are promoting diversity management centered on three key initiatives, namely, diversity promotion; work-life balance promotion; and career development assistance.

Basic Themes of Diversity Management



Promoting Work-Life Balance

Akebono puts great emphasis on helping associates strike a good work-life balance. Accordingly, we are constantly working to realize a working environment that accommodates diverse work styles to meet individual needs.

For example, we have designed various programs for associates raising children and those caring for their family members to assist them with their efforts to strike a balance between their work and family obligations such as childrearing and nursing care. Some of these programs allow eligible associates to opt for shorter working hours or take leave for child rearing and nursing care. Moreover, we also offer a Career Partner Plan that allows the reinstatement of those who left Akebono due to prescribed reasons. We also support associates' career development efforts while offering opportunities to participate in self-improvement activities.

We distribute *Life Supporter*, a booklet that summarizes the content of these and other programs with the aim of facilitating the utilization of the programs by associates.

Going forward, we will also implement forward-

thinking initiatives with an eye to future issues, thereby securing a corporate structure responsive to changes in the social environment. To create a working environment that offers diverse and flexible working styles, we will continuously enhance these programs by incorporating feedback from associates.

In addition, Akebono obtained the Kurumin Mark—an authorization mark awarded by Japan's Minister of Health, Labour and Welfare to certify businesses that proactively support the upbringing of future generations, in November 2007 and renewed it in June 2013.



Kurumin Mark

Akebono's Main Initiatives

Child care leave plan	Associates can take leave until the March after the child's third birthday while receiving aid. This can be taken in multiple parts. Note: Akebono has a child care leave plan that exceeds legal standards.
Career partner plan	A program that provides those who left the Company due to family duties with opportunities to later rejoin Akebono within five years after their resignation. Eligible associates include those who had served for a continuous period of three years or more before leaving and meet other prescribed criteria.
Nursing care leave plan	Associates can take up to two years leave per family member to provide nursing care while receiving a stipend
Child nursing care plan	Associates can take up to five days of leave per year (ten days for associates with two or more children) to nurse sick or injured children or for children's doctor visits until the child graduates from elementary school. This leave is separate from annual paid leave.
Measures to reduce working hours	Child care plans <ul style="list-style-type: none"> • Reduced working-hours plan: Associates can use the system multiple times until children graduate from elementary school. • Flex time plan • Child care aid plan: A fixed monthly aid until the March following the child's third birthday
Improvements to company environment	Nursing care plans <ul style="list-style-type: none"> • Reduced working-hours plan: Associates can work reduced hours for a total of up to three years per family member to provide nursing care. These can be taken in multiple parts. • Flex time plan

TOPICS Akebono Receives "Eru Boshi Designation" based on the Act Concerning Promotion of Women's Career Activities

In April 2016, Akebono received the Eru Boshi Designation (Third Grade)* from the chief of the Saitama Labor Bureau. The Eru Boshi Designation system provides business owners who have performed excellent activities to promote women's career by applying their detailed plan to prefectural labor bureau. The designation is received from the Minister of Health, Labour and Welfare. There are five evaluation criteria and accredited between grade 1 and grade 3 based on a result of the evaluation. Akebono achieved the top rank of Grade 3. We will continue working to be a company where all of our associates can work with motivation and enthusiasm, regardless of gender.

*Official nickname for the designation of the General Business Owner Complying with the Standard based on the Act for Promoting the Advancement of Women.



Eru Boshi Mark (Third Grade)