

# Employees

## Human Resource Development

### Nurturing “Self-Development with a Spirit for Challenge”

FHI is enhancing support to develop ideal talent, those employees who embody the “Spirit of Challenge and Self-Development.” We offer a variety of training programs to support each employee in creating a vision of their future self and proactively make efforts to realize this vision.

As a part of the programs per grade, a Startup Program is offered for employees who moved up to a higher grade to learn the skills of logical problem solving. As a part of the programs per job skill, we offer support for employees to attend a business school, etc. to acquire and improve business skills.

Finally, the global talent development programs offer different courses according to the employee’s level to support their self-motivated learning aspirations.

### SUBARU Technical School

We opened SUBARU Technical School (STS) in 2005 to transfer safe and high-quality expertise and work knowhow to young technicians who forge the future by training them in classes tailored to their skill levels, for supply of high-quality products.



A scene from a machining training at STS

### Educational Organization Chart

| Mission Grade/<br>Ability-based<br>Grade | Company-wide Programs   |   |  |   | Individual Programs<br>at Each Site  |                                |  |  |
|--|-------------------------|---|--|---|--|--------------------------------|--|--|
|  | Education by Grade      | Education by Job Skill                                    | Global-talent Development  | Self-development Support  |  |                                |  |  |
| Manager Class                            | Senior GM               | Career plan Training Class<br>Performance Review Training | <b>Professional Program</b><br>Examples:<br>-Logical Thinking<br>-Leadership<br>-Time Management<br>-Presentation<br>-Financial Analysis, etc. | <b>Education by Job Skill</b><br>Examples:<br>-Intellectual property<br>-Financial accounting<br>-Legal work<br>-Quality speciality, etc. | <b>Educational Program</b><br>Variety of programs are available according to employees level. STEP 0-6 | Correspondence Education, etc. | Training at each business site<br>Official certification support, etc. |  |
|  | General Manager         |   |  |   |  |                                |  | New GM Training                          |
|  | Deputy General Manager  |   |  |   |  |                                |  | New DGM Training<br>New Manager Training |
|  | Manager                 |   |  |   |  |                                |  |  |
| Regular Employee                         | T/S Assistant Manager 1 | New T/S Assistant Manager 1 Training                      | New employees training   | New recruits training   |  |                                |  |  |
|  | T/S Assistant Manager 2 | New T/S Assistant Manager 2 Training                      |  |   |  |                                |  |  |
|  | T/S Chief               | New T Chief Training    New S Chief Training              |  |   |  |                                |  |  |
|  | T/S1                    | New T1 Training    New S1 Training                        |  |   |  |                                |  |  |
|  | T/S2                    | New T2 Training    New S2 Training                        |  |   |  |                                |  |  |
|  | T/S3                    | New T3 Training    New S3 Training                        |  |   |  |                                |  |  |
|  | T/S4                    | New T3 Training    New S3 Training                        |  |   |  |                                |  |  |

## Working System to Empower Every Employee

### Supporting Each Employee's Work-Life Balance

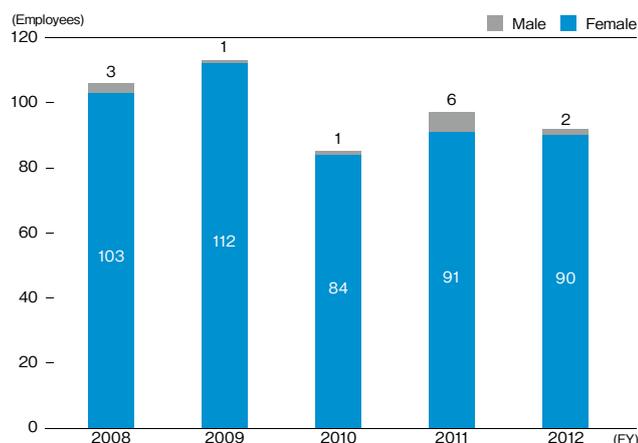
To enable each employee to exert their abilities to the full, it is important to prepare a working environment that supports the work-life balance for those who have family members to care for. Examples include the childcare leave system that can be extended to the first April after the child becomes two years old; the short work-time system available until children commence 4th grade in elementary school; and the leave or short work-time system for elderly care. To ensure these systems are thoroughly understood and fully utilized by both male and female employees, we provide the "Maternal Leave and Childcare Leave Handbook," the "Short Work-Time for Childcare and Elderly Care page" on the intranet, and promotional sessions for different work levels.

In accordance with the Next Generation Education and Support Promotion Act, we formulated our corporate voluntary action plan in two phases and completed the plan, achieving the targets for the first phase (April 2005 through March 2007) and the second phase (April 2007 through March 2010), which led to the acquisition of the Certification by the Minister of Health, Labor and Welfare Minister (the Kurumin Mark).



Kurumin certification mark

### Number of Employees Taking Child-care Leave



\* The number of employees who took child-care leave during a fiscal year counts employees taking leave during any portion of that year.

### Employment of People with Disabilities

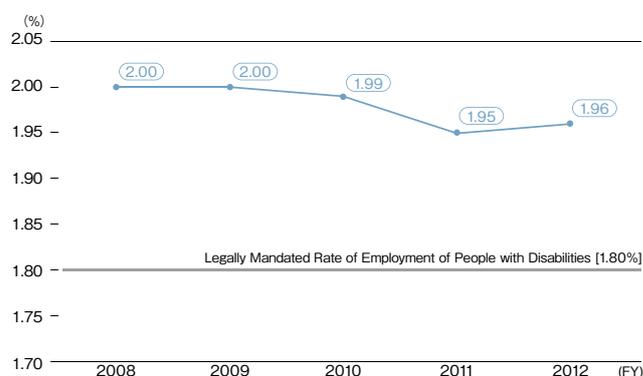
The percentage of FHI employees with disabilities was 1.96% as of March 2012, exceeding the legally mandated rate of 1.80%. At present, 161 staff with disabilities work at FHI. Universal Design is being introduced in our factories to create an environment in which people with disabilities can work comfortably. We aim to help realize a society in which they can find joy and pride through their jobs.

We are making an active effort to employ people with disabilities in order to create an affluent society that allows everyone to lead a satisfactory life. In the future, we will continue our efforts to hire and employ people with disabilities.



Switches for operation desks and automatic doors accommodate wheelchair employees.

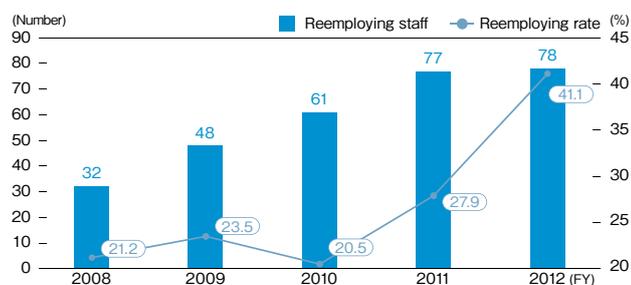
### Employment Rate for People with Disabilities



## Senior Partner Program of Reemployment for 60-year-olds who've Retirement Age

We introduced the "Senior Partner Program" in 2003 to re-hire employees after the 60-year-old retirement age. This reemploys the aged and better strengthens on human resources. We revised part of this program to accord with the 65 year-old-retirement age, which became mandated by the Revised Law Concerning Stabilization of Employment of Older Persons." In FY2007, these programs were revised to further promote human resourcing among senior workers after their retirement. We have also been improving the working environment to make it more suitable for senior employees since FY2011. We have been improving the work environment so that the reemployed will be able to work more comfortably. We will promote re-hiring senior people after their retirement at 60 to use their experience and abilities for fostering new generation by handing down their expertise.

### Reemploying Staff



## Communication with Labor Union

Fuji Heavy Industries and its labor union have a Labor and Management Council for smooth corporate management and mutual communication. Both have established a solid relationship based on mutual understanding and trust through close communication. The council helps labor and management maintain a good relationship.

## Volunteer Leave System\*1

We established the volunteer leave system in April 2011, with a view to helping employees support the recovery of areas afflicted by the Great East Japan Earthquake as volunteers. In FY2012, a total of 18 employees participated in afflicted area support activities under the system, which is designed to enable employees to make more social contributions as volunteers while continuing their jobs.

In FY2013, we expanded the target of this system to include any kinds of disaster volunteer activities, not limited to those conducted to support recovery from the Great East Japan Earthquake.

\*1 Volunteer leave system adopted in FY2013

Under the system, employees can take paid holidays up to five consecutive days for each volunteer activity and up to 10 days per year.

## Promoting Healthy Bodies and Minds

We are aggressively promoting employee health management. Our approach is not only to prevent health problems, but also to systematically maintain and promote mental and physical health.

Specifically, we are working to prevent diseases and administer healthcare by assigning staff at each division for health checkups and specialized health guidance (e.g. remedies to avoid metabolic syndrome, exercise guidance, mental healthcare, nutritional guidance), health consultations to those diagnosed with a cautionary concern in a medical checkup, counseling and other healthcare services.



Heat stroke prevention training

### Our Efforts

### Health Support Office

## Health support by occupational health physicians, public health nurses and nurses

Each business site incorporates a health support office/center that offers a range of advice by occupational health physicians, health nurses, and nurses. These facilities monitor hazards in the working environment, such as temperature, noise, organic solvents, and dust, and make recommendations for improvements. We also investigate health risks in ways of working and suggest corrective measures, such as activities that may cause backache, and whether people are wearing ear plugs and masks as required. Finally, we provide health checkups. For those who have shown health risk signs, including high blood pressure and diabetes, private interviews and life style change suggestions are given. Medical treatment can also be provided, as required.

In addition to these supports above, emergency care for sudden illness while at work and mental health care, a growingly important health issue today, are being provided in coordination with the occupational health and safety staff and outside medical institutions. As corporate physicians and nurses, we hope to assist the employees in maintaining a quality work environment.



Norimitsu Yanagiya

Gunma Yajima Plant Health Support Center  
Manufacturing Division

## Industrial Health and Safety

### Basic Concept of Health and Safety “Health and safety take priority in any business”

#### Basic Policy of Health and Safety

Aiming for zero incidents of occupational accidents, traffic accidents, diseases, and fire disasters; all employees recognize the importance of health and safety; improve the equipment, environment, and working methods; and improve management and awareness in order to create safe and comfortable workplaces.

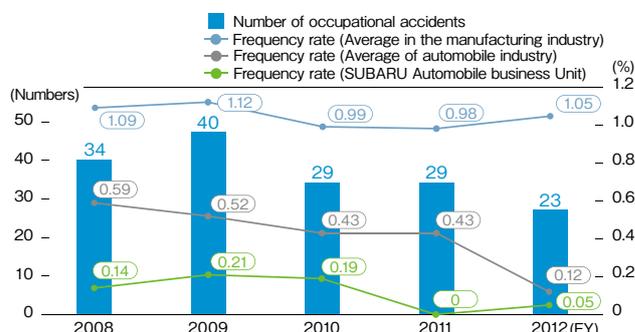
### Aiming for Zero Industrial Accidents

FHI is conducting a Safety and Health Kick Off Meeting at all its business sites at the beginning of each fiscal year. The meeting aims to raise awareness concerning industrial accidents, road safety, and health management. In this annual meeting, chief general managers of site inform workplace leaders about the safety and health policy and the year’s activity focuses, encouraging all employees to achieve zero industrial accidents throughout the year. All sites are making continuous efforts in improving industrial safety, health management, and risk assessment activities to improve standards and implement effective accident prevention measures.



Safety and Health Kick Off Meeting

### Occurrence of Industrial Accidents and Rate of Lost-Worktime Injuries



### Making Comfortable Workplace

To meet the guidelines of comfortable workplaces, we are proceeding with systematic improvement activities in such areas as working environment, work method and environmental facilities. Also, rest stations, toilets, smoking areas, dining rooms and other areas, are being improved for better workplaces, including universalization of facilities.

### Improving the Work Environment

Since taking out a panel, which weighed 7 to 10 kg and had the width of 2 to 2.4 m, by bending over used to easily cause backaches, an assist device was set up to ease the work burden.



Working by using an assist device

### Our Efforts

### Human Resources Department

### Encouraging Employees to Be More Aware of Traffic Safety

We conduct a range of activities to raise employees’ awareness of traffic safety, wanting to prevent them from getting involved in traffic accidents both in their business and private lives. The Gunma Manufacturing Division provides employees with hands-on safe driving education as part of voluntary traffic safety activities conducted by employees. In the education, employees learn about both dangerous driving behaviors and appropriate driving methods, such as how to turn to the right in a timely manner, not only from drivers’ viewpoints but also from pedestrians’ viewpoints.

At the Handa Plant of the Utsunomiya Manufacturing Division, employees attend the “school for night traffic safety” to learn how to drive safely during night. For example they learn differences in visibility between day and night and the influences given to visibility by far and near headlights, colors of pedestrians’ clothes, and the use of reflective jackets by pedestrians.

