



Employees



▶ Human Resource Development

Aiming at helping each of our individual employees grow, Subaru not only provides a variety of training programs but also makes efforts into developing global human resources.



▶ Work-Life Balance Initiatives

Subaru works to enhance all kinds of schemes, primarily to support the balance between work and family life to enable each of our individual employees to fully express their unique abilities.



▶ Diversity Initiatives

Subaru values diversity not only in terms of the uniqueness and values of our employees but also differences in gender, nationality, culture, and lifestyles, and Subaru strives to create workplace environments in which everyone finds it easy to work.

▶ Respect for Human Rights

Subaru clearly states “Subaru respects the rights and characteristics of individuals,” and “Subaru does not unfairly discriminate on grounds of gender, LGBT, age, home town, nationality, race, ethnicity, beliefs, religion, social status, physical disability, disease or any other pretext.”



▶ Occupational Health and Safety

Subaru’s basic philosophy is “Subaru makes health and safety the first priority in all of our work.” Based on this, Subaru strives to create systems and structures with the aim of zero disasters and accidents.

▶ Communication with Labor Union

Labor and management establish a relationship of mutual understanding and trust while maintaining communication through such forums as the Labor and Management Council.

▶ Personnel Data



Our Approach to Human Resource Development (HRD)

Subaru considers human resource development (HRD) as one of priorities, and positions and utilizes the personnel system, which consists of occupational skill certification programs, performance assessment system, goal management system, personnel rotations, and the education and training systems, as a tool for the development of human resources.

In addition, Subaru promotes initiatives at group companies in Japan and overseas in accordance with the business content of each company and regional characteristics.

Fair Evaluations and Support for Development of Skills

In addition to objectively evaluating job outcomes and performance levels for skills through the operation of the personnel system, supervisors and their subordinates share the challenges necessary for growth. Under the goal management system, all Subaru employees have an interview with their supervisors three times a year (goal setting, interim confirmation, outcome confirmation). Note that both men and women are treated properly and there is no gender gap in basic salary.

Establishing the Training System

Subaru offers the Startup Program for all employees who have risen to a higher grade and some mid-career recruits so that they can certainly fulfill the role of each grade specified in the occupational skill certification programs. Subaru conducts programs in which employees can develop through systematically learning and implementing/reviewing the skills and knowledge of problem solving in accordance with the roles required for each grade. In FYE2018, approximately 1,800 employees took and completed the training.

In addition to the grade-specific training programs, Subaru offers training programs to develop a wide range of skills in accordance with each employee's issues and business needs in order to help employees themselves grow with high motivation. In the skill-specific training programs, Subaru conducts professional programs with the goal of helping employees obtain and enhance business skills, and offer support for employees to attend business schools. With a view to accelerating our global HRD, through conducting various programs, mainly focusing on improving language skills, Subaru is developing human resources who can work globally.

Education and Training System Chart

Ability-based Grade	Company-wide Programs				Individual Programs at Each Site	
	Education by Grade		Education by Job Skill	Global-talent Development		Self-development Support
Manager Class	New training at the time of promotion	Career plan training for manager class	Professional programs Examples: Logical thinking Leadership Presentation Financial accounting, etc.	Education programs There is a variety of programs to choose from depending on the level and goal of each employee.	Correspondence education /Online English conversation lesson	Training at each business site /Official certification support, etc.
Regular Employee			Support for attending business schools			
New employee training						
New recruits training						

Initiatives to Transmit Skills

Subaru opened the Subaru Technical School (STS) in 2006 with the goal of training young technicians to become future leaders. By transmitting to the next generation technical expertise and work methods that are tailored to all skill levels and reflect the highest standards of safety and excellence, Subaru ensures to offer high quality products going forward.



Basic Skills Training at STS

Subaru provides training that matches the skill levels of trainees, including new graduates to those in their mid-twenties. In FYE2018, 624 employees took and completed the courses, bringing the cumulative total of successful trainees to 4,296.

The lecturers taught us, unskilled trainees, with patience and eagerness, and I have learned essential knowledge and skills that can be used immediately at work. I would like to make good use of knowledge and skills I gained through Subaru Technical School, making further efforts as an employee of Subaru with tradition, and aim to build cars that customers can drive with peace of mind.



Hiroki Ueno,
Material & Heat Treating Section,
3rd Production Department,
Manufacturing Division

TOPICS

**The 55th National Skills Competition
Subaru Won the First Gold Medal in the Automobile Sheet Metal Category**

What is the National Skills Competition?

The National Skills Competition is a competition in which young skilled workers compete their skills with each other. It is held for the purpose of giving young skilled workers of the next generation a goal to strive for. In addition, it offers opportunities for appealing the importance of and raising social respect towards skills, including providing young people in the region of the competition venue to gain opportunities to become closely acquainted with excellent skills. More than 1,300 young skilled workers from all over Japan attended and competed, and the champion in each category is selected as a member of the national team attending the World Skills Competition (held every other year, in odd-numbered years).

Comment from a Winner

One of my seniors from high school was active as a competitor of the National Skills Competition at Subaru. My challenge to the Competition was inspired by him. I was pleased to win a gold medal this time and be able to appeal Subaru’s skills to the world. Lecturers and instructors taught me not only the skills but also behavior, remarks, attitudes as an independent adult and a member of society. I would like to reflect their instructions in the future as well. “Heart, skills, and body” is indispensable to the challenge in the Competition. It’s not easy, but if you can overcome it, you’ll discover a new person in yourself. More importantly, there is unlimited potential in the world of monozukuri (manufacturing). You can make anything with a single idea. Of course, while it is important to learn skills and knowledge, I think that knowing the pleasure of monozukuri is the starting point.



Ryouga Oono,
1st Prototype Section,
Prototype Department,
Engineering Management
Division



Our Approach to Work-life Balance

Subaru Group believes that it is important to establish an environment that allows each individual among our diverse employees to fully express their unique abilities.

Subaru works on promoting diversity in work styles as well as enhancing our schemes in order to respect the diversity of our employees and achieve Work-Life Balance. Subaru promotes initiatives to support work-life balance at affiliated companies in Japan and overseas in accordance with the business content of each company and regional characteristics.

Initiatives Aimed at Reducing Long Working Hours

No Overtime Days

In addition to the Set Hours Days (no overtime days) that had already been implemented, Subaru established a new “Ultra Set Hours Days” in FYE2016 in which all employees, including managers, of all Subaru sites leave work at the set time. This has require the formulation and implementation of even more efficient operations plans than in the past. As a result of this initiative, employee awareness about working hours has increased, including the improvement seen regarding the situation of leaving work on no overtime days.

Flexi-time Work

Subaru has introduced flexi-time work system since FYE1999. Starting in FYE2017, Subaru is reducing the core time of flexi-time work from four to two hours to facilitate work styles that are more tailored to various fluctuations in work. This contributes to the fulfilment of employees’ private life and reducing working hours, such as in cases where employees can go home early at times of low workload.

Leaving Work at 10 pm throughout the Office

Subaru has begun efforts to lock the office doors and leave work at 10 pm, mainly at the Development Department since FYE2018.

Clarifying the upper limit of overtime has been effective in reducing long working hours. Subaru is continuing this initiative, expanding the number of target workplaces from FYE2019.

Paid Vacation Acquisition Rate (Subaru non-consolidated)

Implementation	Overview	FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Paid vacation acquisition rate (%)	Promotion of once per month	86.6	88.2	85.7	86.9	88.7	84.2	84.4	86.2

Supporting Each Employee's Work and Elderly Care

Subaru produced and distributed an Elderly Care Support Handbook, which summarizes what to prepare to balance work and elderly care, with the aim of informing various internal and external systems and contact places.

In addition, Subaru has prepared an elderly care service menu in the cafeteria plan in order to make arrangements to reduce employees' burden.

The Number of Employees Who Obtained Elderly Care Leave (Subaru non-consolidated)

Implementation	Overview	FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
Elderly care leave (persons)	System that enables employees to obtain leave to care for the elderly who are certified as in need of care.	5	6	3	5	5	9	4	5

Supporting Each Employee's Work and Child Care

Subaru established systems equal to or greater than statutory requirements so that employees can balance their work with child care. Subaru is currently stepping up its support in order for them to be able to aspire for career advancement while balancing their work with child care.

Subaru also conducts lectures on these systems as part of our grade-specific training as well as make available the Maternity Leave and Childcare Handbook on our intranet, with the aim of promoting awareness and utilization of these various programs.

Childcare Leave System

Subaru stipulates that childcare leave can be extended to the end of the first April after the child becomes two years old.

Short Work-time System for Childcare

This is available until children commence 4th grade in elementary school, and is possible to be used with flexi-time work (core time: 2 hours).

The Number of Employees Who Obtained Childcare Leave (Subaru non-consolidated)

Implementation	Overview		FYE 2011	FYE 2012	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017	FYE 2018
System that enables employees to obtain leave for childcare	Childcare leave (persons)	Male	2	3	6	3	2	6	8	10
		Female	90	68	124	68	91	101	88	88
		Total	92	71	130	71	93	107	96	98
	Rate of returning to work after childcare leave (%)	Male	—	—	—	100	100	100	100	100
		Female	—	—	—			98		
	Retention Rate one year after returning to work (%)	Male	—	—	—	98.5	100	100	87.5	83.3
		Female	—	—	—		98.9	95	100	97.2

In addition, in accordance with the Next Generation Education and Support Promotion Act, Subaru formulated and implemented our corporate voluntary action plan. As a result of achieving the targets in the action plan, Subaru acquired certification, the Kurumin Mark, from the Minister of Health, Labor and Welfare three times.

Going forward, Subaru promotes efforts with the hope of winning the Platinum Kurumin Mark certification in 2021.



The Kurumin Mark



Our Approach to Diversity

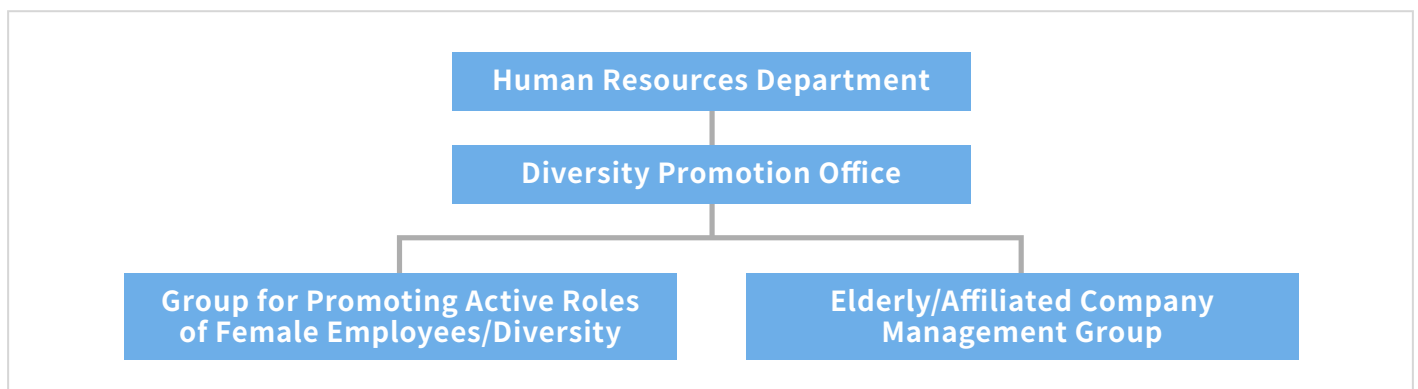
For Subaru Group to continue offering customers Subaru’s unique value, each Subaru employee needs to be able to express his or her unique abilities as an individual with various values and characteristics. This is why Subaru values differences in gender, nationality, culture, and lifestyle of each employee and strives to create workplace environments where everyone finds it easy to work. Subaru also promotes initiatives related to diversity at affiliated companies in Japan and overseas in accordance with the business content and regional characteristics of each company.

Diversity Promotion System

Establishment of Diversity Promotion Office

Subaru established the Diversity Promotion Office in January 2015 in order to promote diversity at Subaru even more proactively. The Diversity Promotion Office has designated “promoting active roles of female employees,” “employing people with disabilities,” “planning and promoting employment of non-Japanese,” and “promoting employment of the elderly” as priority themes. Among them, Subaru has placed particular emphasis on efforts to promote active roles of female employees.

Organization Chart



Diversity Promotion Initiatives

Promoting Active Roles of Female Employees

Subaru formulated an action plan aimed at promoting active roles of women under the Act on Promotion of Women's Participation and Advancement in the Workplace. In the action plan, under the system of promotion through merit based on demonstrated ability, Subaru sets a target for and are striving to increase the number of female managers by FYE2021 by five times that of the number in 2014 (4 managers → 20 managers).

Number of Female Managers (Subaru non-consolidated)

2014: 4 managers

2018: 13 managers (as of April)

Supporting Female Career Development

For our specific efforts to support female career development, Subaru has conducted "career up training for female team leaders" to systematically develop the next-generation female candidates for managers, in addition to the mentor system for female managers and candidates for manager.

Going forward, Subaru will continue to promote these initiatives in addition to working to further enhance quality.

Supporting Employees with Disabilities

Subaru strives to create workplace environments in which people with disabilities can truly shine. To achieve this goal, Subaru leverages the ideas and opinions of our employees with disabilities and their family members.

As of April, 2018, Subaru has 269 employees with disabilities, mainly in manufacturing work, and the percentage of employees with disabilities was 2.28%.

As a facet of our social responsibility, Subaru complies with the legal requirement concerning employment of those with disabilities. Subaru will continue to promote stable and ongoing employment, with a target of 2.3% for the percentage of employees with disabilities as of April 1, 2019.



The height of automatic door switches and work stations is set at a level that is convenient for those using wheelchairs.

	April 2015	April 2016	April 2017	April 2018
Number of employees with disabilities (person)	229	247	261	269
Employment rate of people with disabilities (%)	1.98	2.13	2.17	2.28

SUBARU Bloom Co., Ltd. (SBC), which gained accreditation as a specified subsidiary company under the Act on Employment Promotion, etc., of Persons with Disabilities in FYE2015, made active efforts to employ people with disabilities again in FYE2018. As of April 2018, 64 employees and 15 instructors engaged in cleaning operations for Subaru dormitories and plants.

In FYE2018, SBC has gone beyond simply employing people with disabilities to actively hosting people from the local areas for observation and tours. Also as a company actively and cooperatively promoting employment of people with disabilities, SBC has registered as a “Supporter Company for Employment of People with Disabilities” sponsored by the Department of Employment Support for People with Disabilities of Gunma Prefecture since FYE2017. In FYE2018, it also supported a neighboring company to launch a specified subsidiary company.

SBC aims further to reflect this fact in corporate management by sharing know-how and improving exchanges between corporations through expansion of the intra-corporate network related to employing persons with disabilities in the future.

With many colleagues working at the company, Subaru will from now on strengthen initiatives aimed at retention. Subaru will not only strengthen our support systems and give guidance on work, but will also provide basic education on safety, compliance and other areas as well as creating programs that one can feel the joy of working by achieving results in the job experience. In addition, after employees join the company, Subaru will repeat skill checks and interviews to help raise their motivation. Subaru also creates a forum for experiencing the happiness of spending time with friends met through work by using holidays to hold regular events, which in turn works to deepen communication among different plants and offices. In FYE2019, Subaru will continue striving for employment, retention, and community contribution with the aim of being a company that helps the individuality of every single employee to bloom.



Certificate of Supporter Company for Employment of People with Disabilities issued by Gunma Prefecture

Global Human Resource Development Initiatives

Subaru recruits both new graduates and mid-career employees regardless of their nationality, and employs non-Japanese nationals as permanent and temporary employees. Subaru also provides employees with opportunities to receive language training and engage in extended training programs overseas, helping them enhance their communication with people from other countries and understand cultures different from their own. The interaction of international human resources also paves the way to the internal revitalization of our company and stable supply of human resources.



Manual written in Portuguese

Our overseas sites and affiliates each recruit human resources independently and make efforts to secure human resources that match the policies and business of each site.

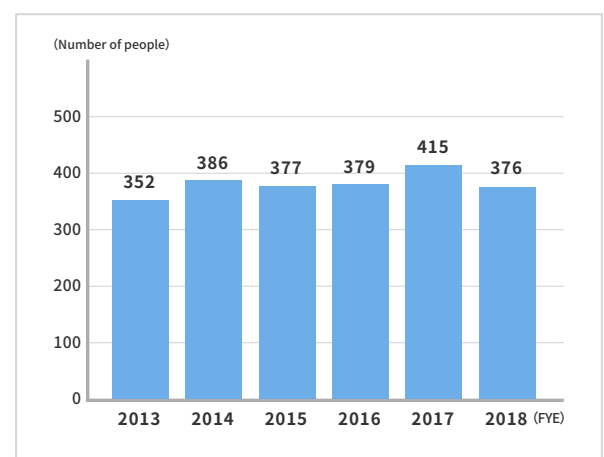
Subaru properly manages foreign trainee workers based on the Technical Intern Training Program. While Subaru provides basic education on safety and quality, our aim is for our training programs to lead the trainees to succeed in their home country after returning to their country.

Senior Partner Program: Reemployment for Employees Over 60 Years Old

Subaru introduced the “Senior Partner Program, Senior Staff Program” in 2003 to rehire employees after the 60-year-old retirement age. This program aims to resolve the problem of employment after retirement and seek utilization of human resources. In addition to complying with the Revised Law Concerning Stabilization of Employment of Older Persons (implemented in April 2013), Subaru has revised the existing system so that retired workers can put their experience and skills to further use and that those who wish to work beyond retirement age can do so at our company and at the Subaru Group companies.

Subaru will promote re-hiring of those after their retirement at age 60 to tap into their experience and abilities for fostering a new generation of workers and passing down their skills.

Number of Workers over the Age of 60



In FYE2018, the number of employees over 60 years old or more is 376.

After the implementation of the Revised Law Concerning Stabilization of Employment of Older Persons (April 2013), Subaru has hired all those wishing to be re-hired.

Re-employment Rate (Subaru non-consolidated)

FYE	Retirees (person)	Re-employment Applicants (person)	Re-employees (person)	Re-employment Rate
2016	183	155	155 (among them, 34 employed at affiliated companies)	100%
2017	114	98	98 (among them, 29 employed at affiliated companies)	100%
2018	108	83	83 (among them, 21 employed at affiliated companies)	100%

Universal Design Initiatives

With the goal of achieving the guidelines for a comfortable working environment*, Subaru systematically plans continuous workplace improvements in the areas of work environment, work methods, and environmentally responsible facilities, among others. Subaru practices universal design in our facilities, aiming to make break areas, toilets, smoking areas, and cafeterias as barrier-free as possible.

Subaru has made universal design a reality for entry and exit gates, toilets, and other facilities at our new West Main Building in Ota City, Gunma Prefecture, completed in April 2016, as Subaru did at our Head Office in Shibuya-ku, Tokyo.

* Guidelines for a comfortable working environment: “Guidelines for measures to be taken by employers for the creation of a comfortable working environment” in the Industrial Safety and Health Act.



Entry and exit gates through which people in wheelchairs can also pass at the new West Main Building at the Gunma Plant



Toilet that can be easily used by people in wheelchairs at the new West Main Building at the Gunma Plant

Program for Appointment of Contract Employees to Regular Employment

Subaru has a program for appointing contract employees to regular employment. In the seven years spanning FYE2012 through FYE2018, 906 contract employees have been appointed to regular employment. Subaru offers examination opportunities based on comprehensive consideration of the individual's wishes, workplace recommendations and other factors, which leads to enhanced motivation and engagement among contract employees.

Number of Contract Employees Appointed to Regular Employment

Year of appointment (FYE)	Number of appointment (person)
2012	81
2013	164
2014	118
2015	137
2016	181
2017	112
2018	113
Total	906



Our Approach to Respect for Human Rights

Subaru states “We respect the rights and characteristics of individuals.” in the Corporate Code of Conduct. This is because our basic concept is to respect the diversity of employees, including gender, LGBT, age, nationality, and culture and lifestyle, and make efforts to establish safe and comfortable work environments in order to allow each employee to fully express their unique abilities.

Respect for Human Rights Initiatives

Activities to Raise Awareness of Human Rights

Subaru’s Conduct Guidelines clearly state “We do not unfairly discriminate on grounds of gender, LGBT, age, home town, nationality, race, ethnicity, beliefs, religion, social status, physical disability, disease or any other pretext.”

In order to raise awareness regarding the respect for human rights, we have introduced lectures on the importance of diversity and Subaru’s initiatives in the training course for new recruits and managers since FYE2016. In FYE2018, we held training 14 times with 514 employees attending.

Preventing Harassment

Subaru has compiled rules and guidelines aimed at preventing all kinds of harassment. To prevent workplace bullying, we prepared a Workplace Bullying Explanatory Booklet, which we have distributed to all employees (except for nonpermanent employees). We also posted it on our intranet. In addition, we distributed the Workplace Bullying Prevention Handbook, which compiles points to note in order to create a workplace free from workplace bullying, to all managers and supervisors.

As a contact in case of occurrence of harassment, Subaru established the Compliance Hotline for Harassment, as well as Harassment Contacts at the headquarters and at each office and plant. By creating a contact that workers can easily get in touch, Subaru tries to resolve problems without delay.

Building Positive Labor-Management Relations

Related information

- > [Conduct Guidelines](#)
- > [Communication with Labor Union](#)



Our Approach to Occupational Health and Safety

In line with the Corporate Philosophy, Subaru considers occupational health and safety to be a critical responsibility of management. Our Health and Safety Philosophy is “Subaru makes health and safety the first priority in all of our work.” Based on this philosophy, all managers and employees work to ensure health and safety in their workplaces while continuously striving to make working environments more pleasant and comfortable for all.



Yajima Plant, Gunma Plant

Group companies in Japan and overseas each establish occupational health and safety policies in accordance with their business content, regional characteristics, and the laws and regulations of each area, and promote initiatives based on these policies.

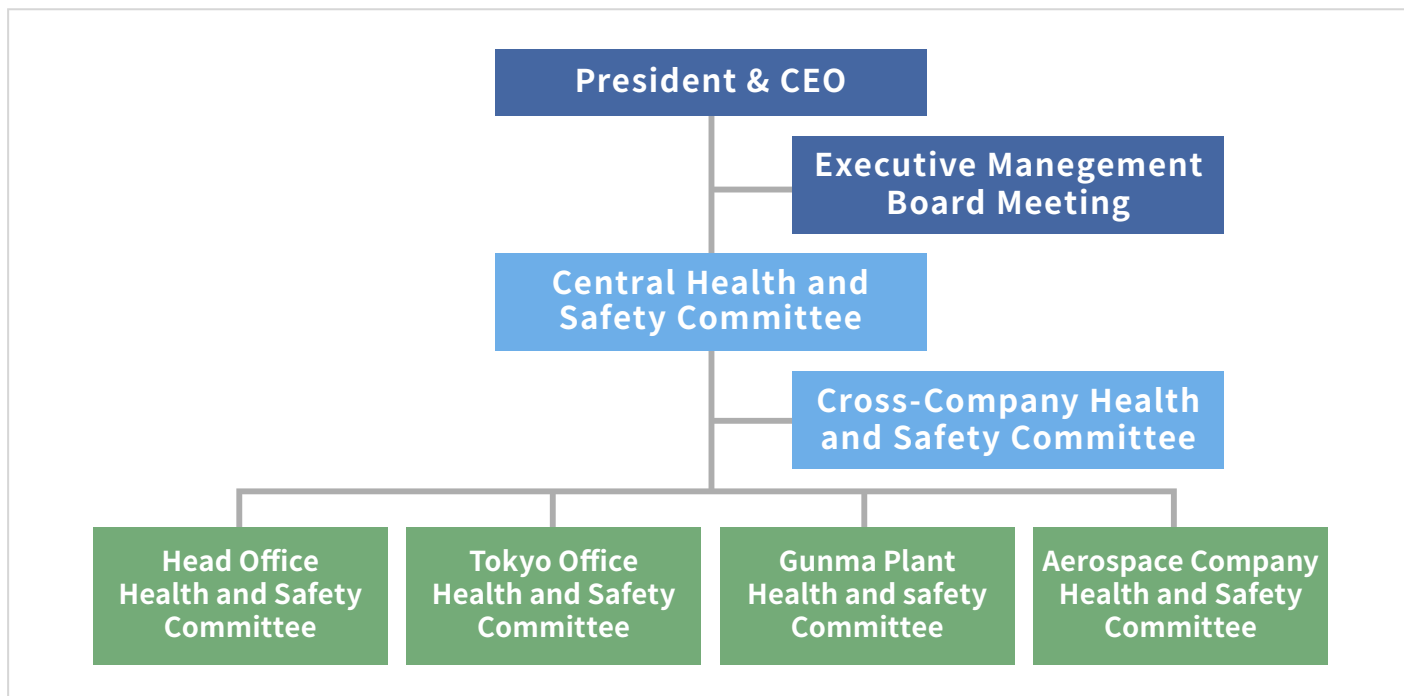
Health and Safety Management System

Subaru established the Central Health and Safety Committee composed of an equal number of members (8 each) from the company and the labor union for the purpose of preventing employee accidents and diseases and improving the working environment. The committee has one chairperson elected from the company and one vice-chairperson elected from the labor union.

The Central Health and Safety Committee engages in extensive discussion on themes that include the basic policy concerning occupational health and safety, investigations into the causes of industrial accidents and diseases and countermeasures to them, improvement of the working environment, health and safety education, road safety, fire prevention and other topics.

In addition, Site Health and Safety Committee has been set up at each business site to deliberate on the policies issued by the Central Health and Safety Committee as well as basic items and new issues regarding health and safety of each site. Furthermore, Health and Safety Committees at plants, departments and sections are set up as sub-organizations whenever necessary.

Health and Safety Organization Chart



Health and Safety Activities

At the start of each fiscal year, each of our business sites conducts Health and Safety Kickoff Meeting that aims to raise awareness about preventing industrial accidents, road safety, and health management. With the ultimate goal of zero disaster and accidents for the year, the general manager of each site talks to workplace leaders about the health and safety policies and initiatives for the fiscal year so that everyone participates in activities as one united team.

Health and Safety Kickoff Meeting

Every April, Safety and Health Kick-off Meeting is held at each of our business sites. At the meeting, activity targets and plans for each business site are announced so that employees can maintain constant awareness of disaster and accident prevention during daily work and make efforts toward achieving those goals.



FYE2019 Safety and Health Kick-off Meeting at Tokyo Office

Work Related Accidents

There were 14 work related accidents (of those, 1 resulting in lost time from work) in FYE2018, which was the least number of accidents ever. The overall accident frequency rate for Subaru was 0.37.

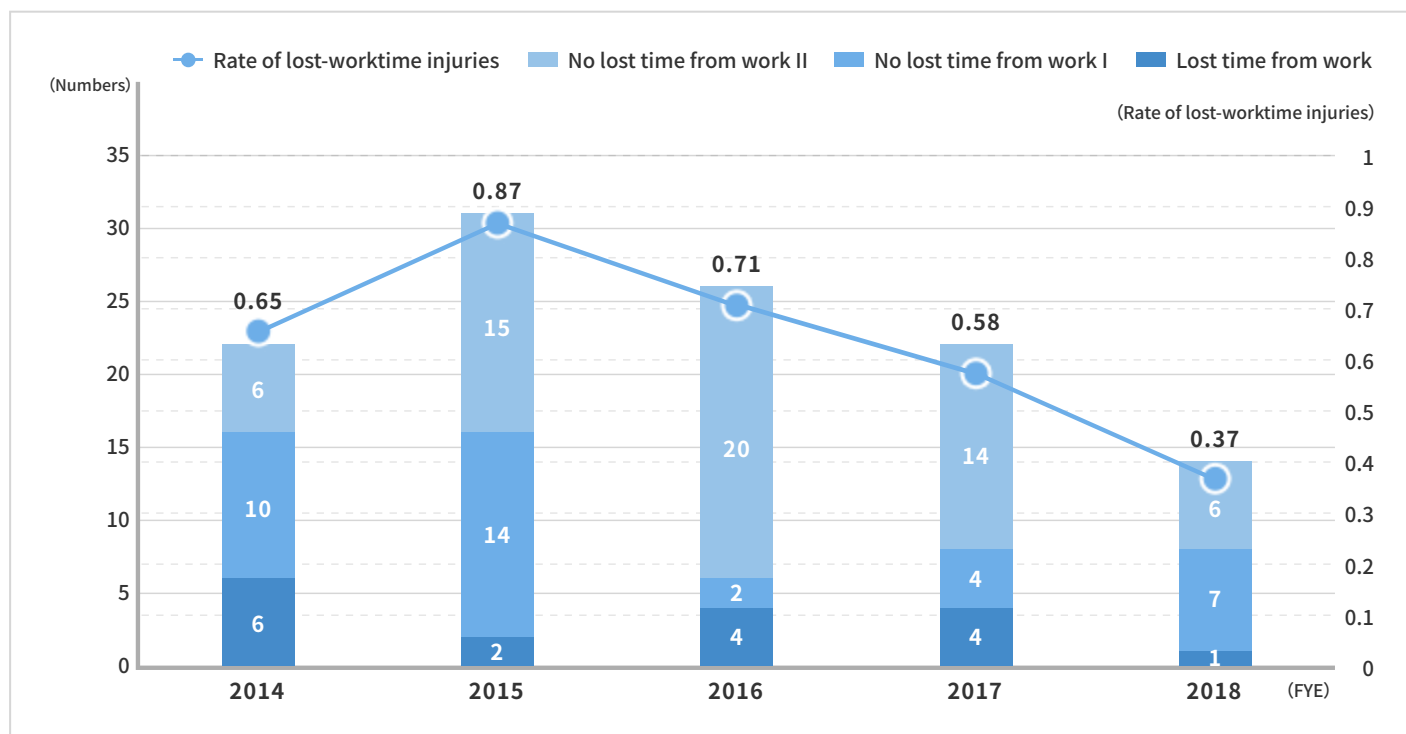
Work Related Accident Prevention Activity

1. Wearing of the safety declaration badge

In order to raise their safety awareness, all employees of Subaru wear the safety declaration badge with the written phrase, “I will always check for safety before performing any action.”



Occurrence of Work Related Accidents and Accident Frequency Rate (non-consolidated)



2. Pointing and calling promotion activity

To prevent mistakes and human errors, each business site promotes employees’ pointing and calling practice at crosswalks in the premises and at work. All employees confirm their action by pointing to the left, right, and forward with their fingers, which is expected to improve their levels of awareness of safety behavior and safety confirmation.

3. Road safety support activities

In order to prevent all traffic accidents whether during work, commuting or private time, Subaru has been conducting driving aptitude tests that incorporate psychology and a program using driving recorders to identify employees' driving habits for all employees of the Automotive Business, where commuting by car is popular, and the Aerospace Company.

4. Our approach to health promotion

Subaru is 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.

Since FYE2019, Health Promotion Subcommittee was established mainly with registered nurses and public health nurses as members to discuss the health of employees and reflect the outcome of the discussion in actual activities.

5. Commitment to Mental Health

Subaru works in cooperation with industrial physicians, clinical psychologists and health and safety personnel (public health nurses and registered nurses) of the Health Support Office to take mental health measures. Mental health workshops and the like for regular workers and managers are provided at each business site. Subaru has published the Mental Health Dealing Manual for Managers (in-house publication), and have introduced the Return to Work Program Scheme (trial return to work, gradual return to work), which is a system that enables smooth resumption of work after a period of absence, among other measures to create a work environment in which employees are able to work with peace of mind.

Moreover, based on the results of Stress Check being carried out since FYE2017, business sites with high risks are being identified and a program in which public health nurses exchange opinions with those at the identified sites. By continuing to commit ourselves to mental health initiatives, Subaru hopes to establish a Subaru-style efforts towards mental health.

Message from a Public Health Nurse

I want to be a nurse any employee can feel at ease to come and talk to.

Employees are the greatest asset for a company and “being able to work healthily and lively” will lead to growth and development of the company. Subaru supports health promotion so that each employee “can come to work healthily and leave work vigorously”.

The most important is the mental care. In mental health measures, Subaru holds workshops with the aim of creating a workplace where employees can work and feel at ease. To this end, Subaru needs to carry out workplace improvement activities and also to create a system where employees themselves and those around them can recognize the stress they are feeling without delay.

Then comes the physical care. Gunma Plant with the greatest number of employees among all Subaru sites changed the time of employee health checkup from spring and summer to each employee’s birth month. This led them to think more carefully about their health and to voluntarily visit doctors for the second checkup and health instruction, which improved their attitude towards their health and lifestyle.

My wish is for everyone to work in good health until their retirement. To this end, I will try to be a nurse who is always there for the employees so that they can come at any time and talk about their health.



Yuu Miyauchi,
Public Health Nurse,
Personnel Department,
Gunma Plant



Building Positive Labor-Management Relations

Subaru's employees belong to the Subaru Labor Union. Out of a total of 15,561 employees, 13,827 employees belong to the labor union (as of October 1, 2017). There are also labor unions at sales companies and affiliates in Japan, and the Confederation of Subaru Affiliated Labor Unions (Subaru Rouren), which includes all these unions, has 25,487 members (as of October 1, 2017).

Subaru and its labor union hold a Labor and Management Council at least once a month for smooth corporate management and mutual communication, discussing issues such as management policy and overviews of business results, production, matters to do with sales, labor conditions, issues concerning work styles and other topics. Changes to operations that will have a significant impact on employees are, after due deliberations, communicated in advance to employees by both labor and management.

Labor-management relations in recent years have remained positive with the establishment of a relationship based on mutual understanding and trust through close communication.



Employee Data

(Consolidated)

		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018
Number of employees (persons)	Total	28,545	29,774	31,151	32,599	33,544

(Non-consolidated)

		FYE2014	FYE2015	FYE2016	FYE2017	FYE2018
Number of employees (persons) <small>*Numbers do not include officers and advisors, but include those loaned from other companies.</small>	Male	12,784	13,511	13,858	14,229	14,477
	Female	871	901	929	988	1,053
	Total	13,655	14,412	14,787	15,217	15,530
Male to female ratio (%)	Male	94	94	94	94	93
	Female	6	6	6	6	7
Average age		38.8	38.4	38.5	38.5	38.6
Average length of continuous employment (years)		16.6	16.0	16.0	15.8	15.9
Number of managers (persons)	Male	1,029	1,028	1,032	1,028	1,020
	Female	4	4	7	11	13
Number of new graduate recruits (persons)	Male	418	426	483	479	494
	Female	30	41	36	69	80
Number of mid-career recruits (persons)	Male	303	594	267	397	221
	Female	8	10	23	23	15
Total number of employee turnover (persons/%)		-	159/1.1	189/1.3	258/1.7	249/1.6