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# Responsibilities to Employees

At Casio, the human resources mission is organized around two themes: contributing to the development of the company through the growth of all employees based on their desire to always take on challenges and make improvements; and achieving both corporate development and employee growth under optimal conditions.

## Global Human Resources Strategy



Casio has started creating a global human resources strategy as it looks to further expand its business outside Japan.

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## Building Workplaces for a Diverse Workforce



Casio has launched a diversity project focused on enabling all employees to perform at their full potential and reach even greater heights.

[More](#)

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## Creating Supportive Workplaces



Casio develops various support systems and is committed to creating a culture of mutual acceptance of diverse styles of working.

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## **Effectively appointing and deploying employees**



Casio works to maintain a healthy corporate culture where fairness and impartiality are valued in all promotion decisions. The company uses a merit-driven system combined with a performance-based approach to evaluate employees and determine compensation.

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## **Promoting health and safety initiatives for employees**



Casio seeks to build work environments where all employees of the group can work with peace of mind.

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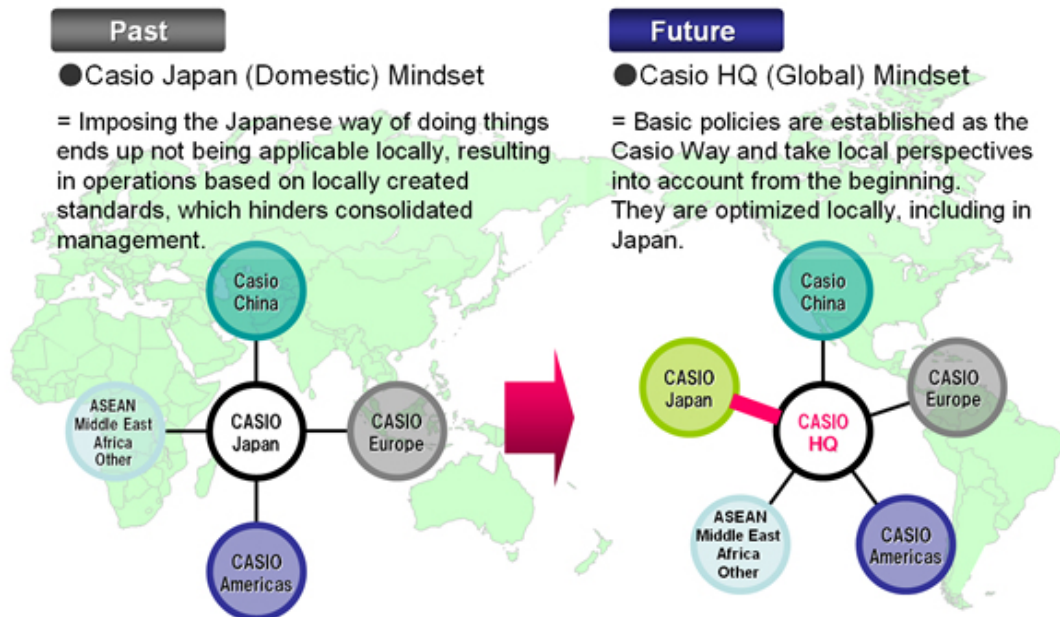
# Global Human Resources Strategy

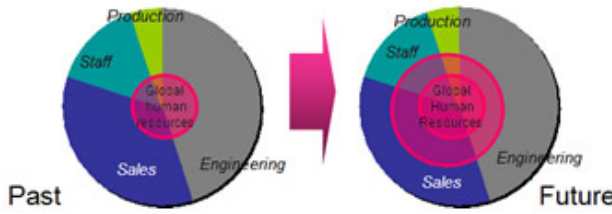
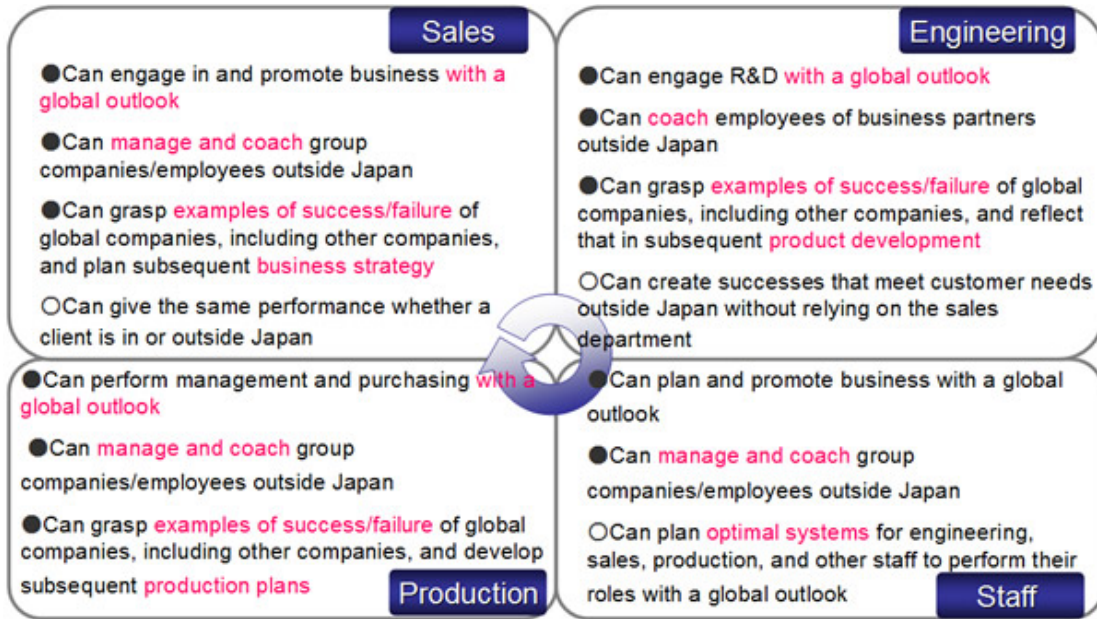
Casio is reinforcing its global expansion in all business fields, including existing and new businesses. In light of its continuing business expansion outside Japan, Casio has started creating a global human resources strategy. This project includes the enhancement of human resources functions at group companies outside Japan and the establishment of a system for developing human resources who are prepared to meet global standards.

## Vision of global talent

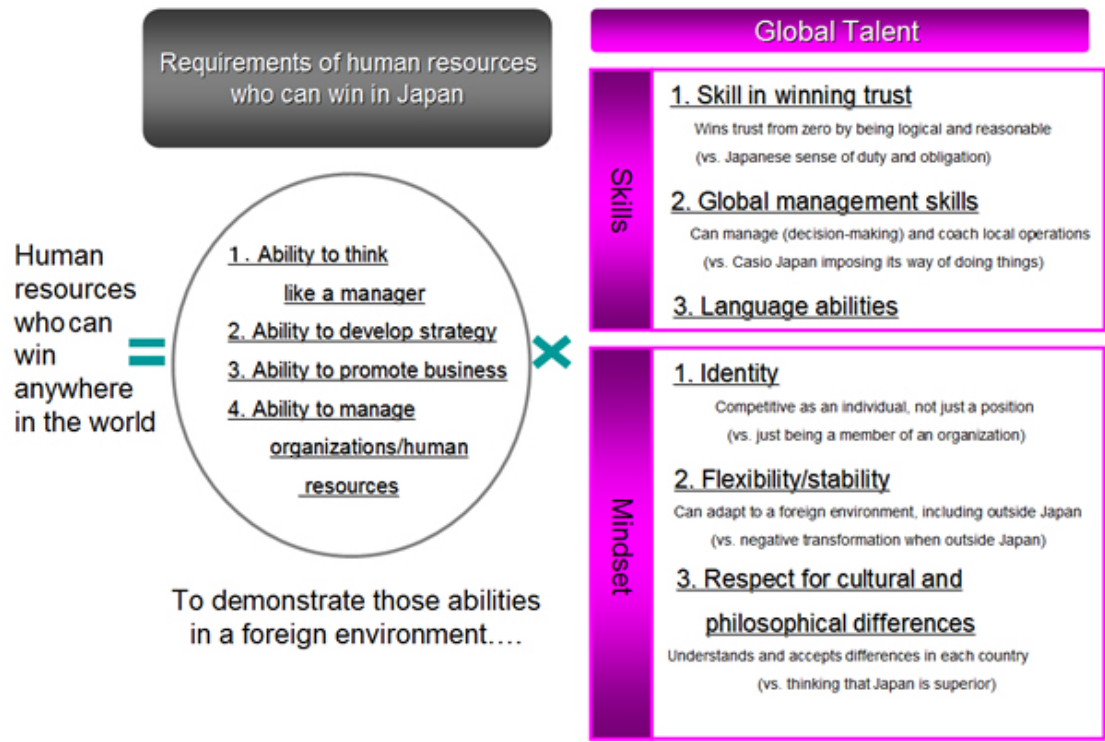
Casio's employees around the world must always think from the headquarters' perspective in order to demonstrate leadership. The human resources department uses various opportunities and tools to convey and share with employees messages on the importance of thinking of Japan as just one area in the world and of changing one's mindset to work with a global outlook.

### Example: Company intranet C's ☆ CAFÉ "Vision of Global Talent"





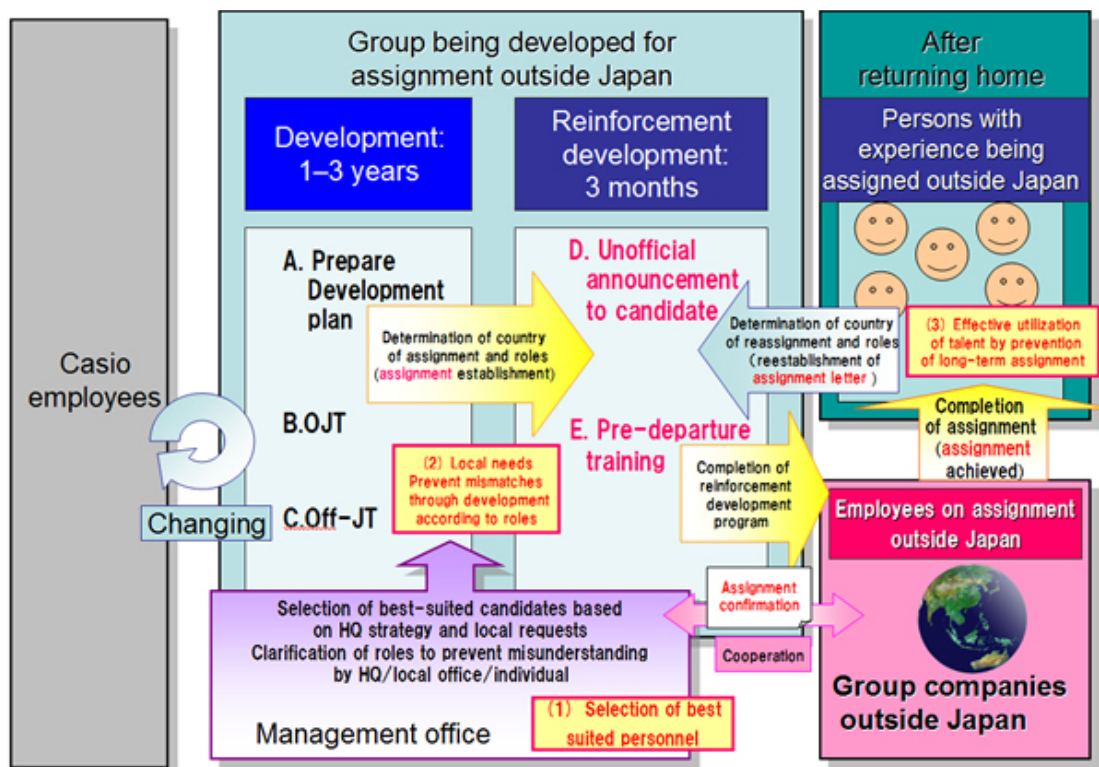
Increasing the percentage of human resources able to win in the global arena will create business resources for the future



## Establishment of standards for the roles of persons sent on assignment outside Japan

It is important to increase the number of human resources with the aptitude for assignment outside Japan. At the same time, however, Casio is endeavoring to develop local employees and create more opportunities for their promotion. It does this by sending people on assignments outside Japan only to perform roles that cannot be done by local employees and by clarifying their division of roles with local employees. Casio will establish a table of standards and develop a check system to enable its employees around the world to shine by placing the right people in the right jobs.

### Example: Image of the use of the table of standards for the roles of persons sent on assignment outside Japan

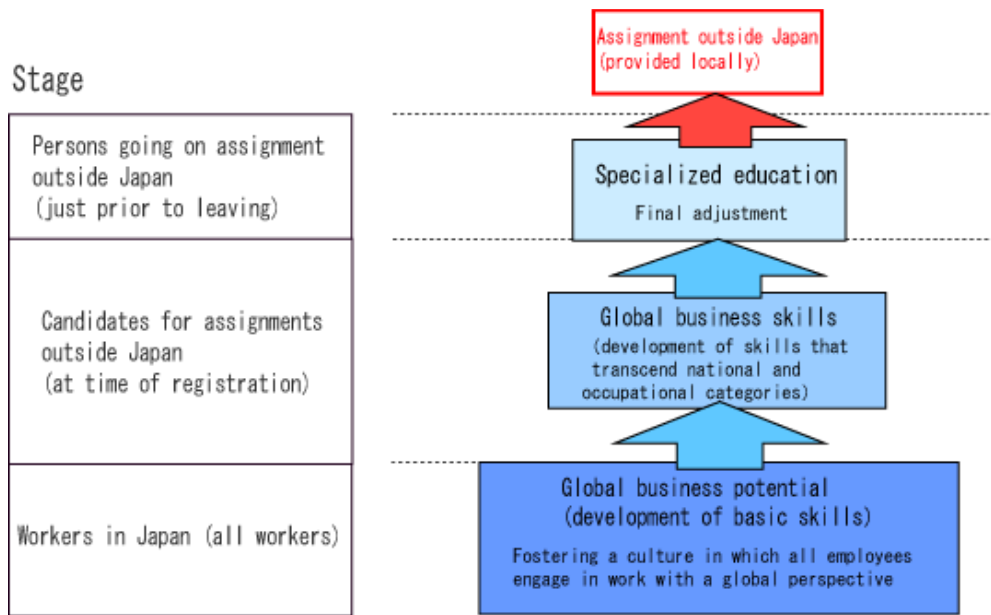


## Establishment of a structure for developing employees in Japan who can play an active role on the world stage

Casio is committed to accelerating the globalization of employees in Japan in terms of recruitment, placement, and development.

At present, Casio is enhancing the educational content at each stage and deepening coordination between stages in an effort to create systematic human resources development.

## Positioning of stage-based education



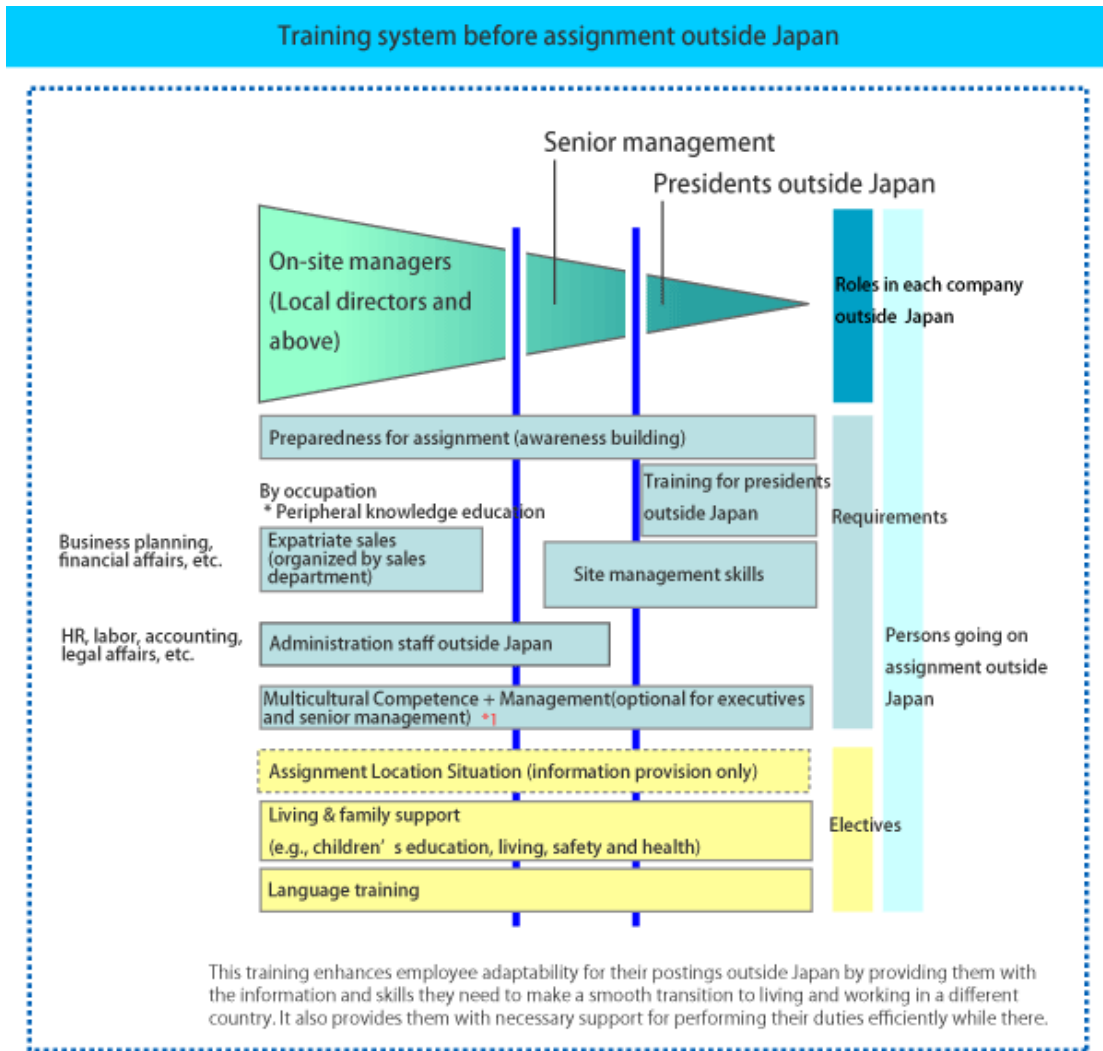
Casio implements measures such as the following at each stage in order to achieve this kind of human resources development.

### Provision of local information to persons going on assignment outside Japan and development of multicultural management skills

Casio systematically provides grade-based training to persons going on assignment outside Japan according to their mission at the location of assignment.

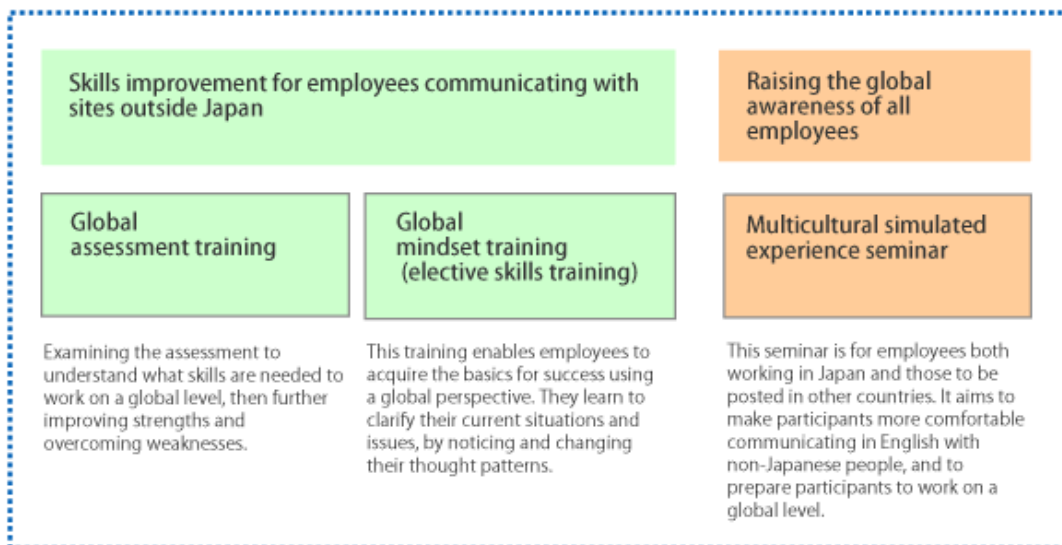
In fiscal 2014, it added Training for Presidents outside Japan for top management, Site Management Skills Training for senior management, and Multicultural Management Skills Training and Assignment Location Situation for all persons going on assignment outside Japan. Additionally, in 2014 Casio stepped up safety measures, the provision of educational information for accompanying children, and other efforts to strengthen on-location living support.

## Training system before assignment outside Japan



\*1 Learning multicultural communication skills and practical points for managing highly diverse teams

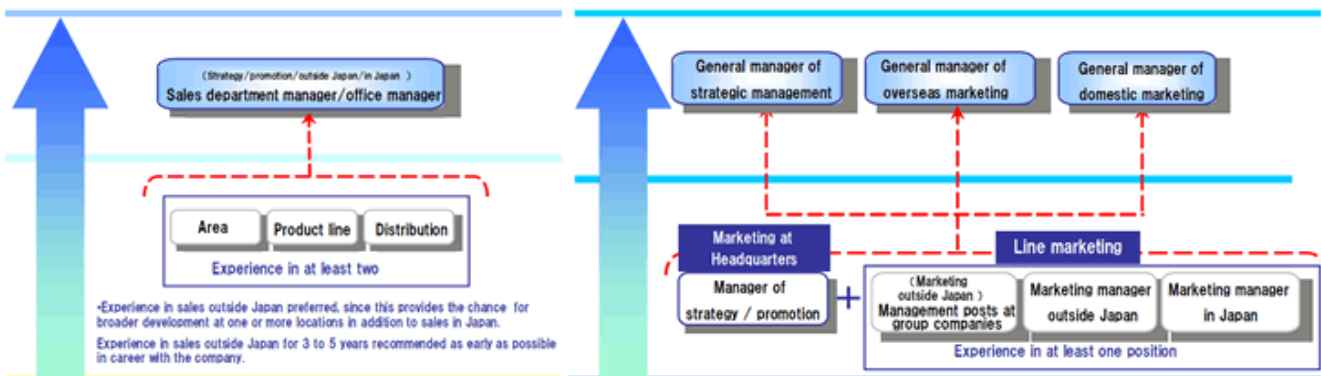
## Fostering a global mindset among employees in Japan



## Global career path

In order to continuously develop global human resources, it is not enough to use a direct approach from the human resources department to employees; people who can develop global human resources must be developed and promoted as managers so that employees can grow through their work in the field. Accordingly, Casio has developed its conventional career path into a global career path. So that employees in addition to those involved in sales outside Japan will have even a broader perspective, the company has enhanced personnel placement to give employees wide-ranging experience before they become section chiefs, department managers, and division managers. This approach will be used in future human resources development and placement planning.

### Example: Company intranet C's ☆ CAFÉ Global career path (sales)



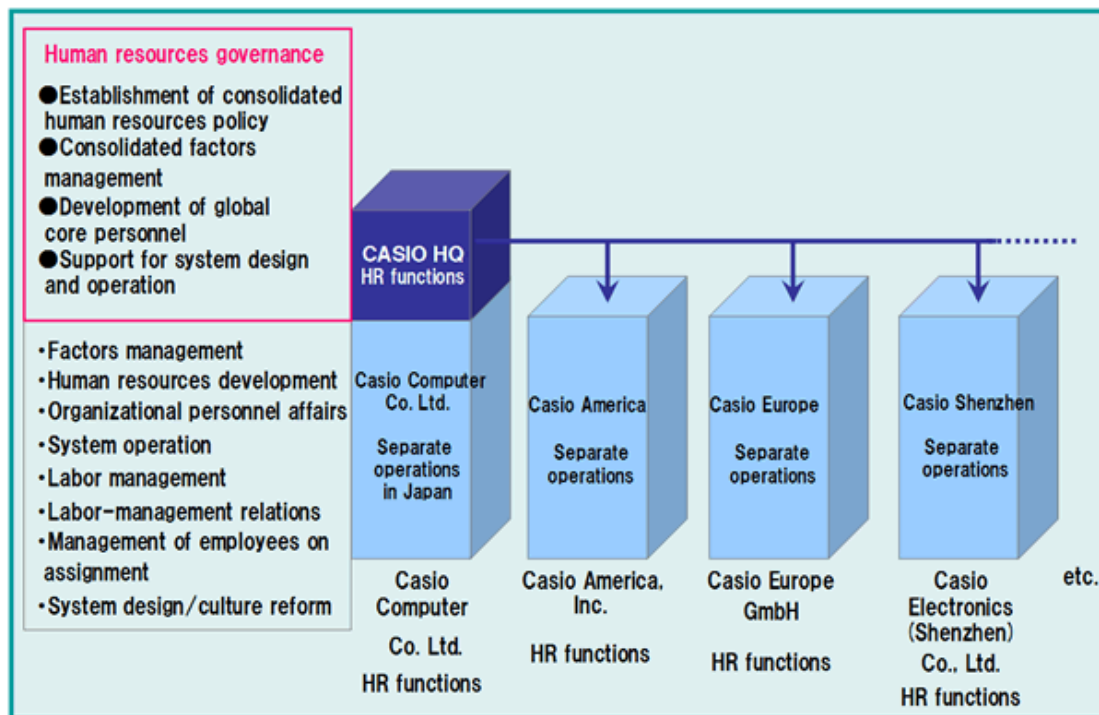


## Strengthening human resources functions at group companies outside Japan

The strengthening of human resources functions is becoming an increasingly important issue at group companies outside Japan, which are increasing in number and growing in size rapidly around the world with the continued expansion of Casio's business outside Japan. In this environment, Casio is working at enhancing human resources functions throughout the group, ensuring that they reflect the shared Casio corporate creed, by sharing its global human resources philosophy and know-how. This effort includes restructuring human resources systems to make them suitable to each company, taking into consideration each country's values, laws, and other characteristics.

### Global human resources governance system

Casio actively engages in exchanges of opinions on what the Casio Group perspective should be about local problems and circumstances. The headquarters human resource division also directly dialogues with and provides advice on system design to members of human resources departments at local companies.



### Global human resources meeting

In fiscal 2015, Casio held a global human resources meeting to foster discussion with HR managers from group companies outside Japan. The aim was to share Casio's global HR approach, ensure further penetration of the Casio philosophy, and ascertain HR issues at sites outside Japan. The participants were very satisfied with the meeting and provided feedback such as, "I'd like to put into practice all the things I have learned here," and "We were able to strengthen communication among HR managers, and a sense of group-wide unity has been created." This initial meeting was held for managers from group sales companies outside Japan, and the next meeting was held for managers from six group production companies overseas in April 2015.

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# Building Workplaces for a Diverse Workforce

Some progress has been attained through various activities led by the Working Group for Female Employee Advancement as the first step in promoting diversity. Casio has now launched a Diversity Project that, starting in fiscal 2014, is focusing on enabling all employees—including seniors, persons with disabilities, and non-Japanese employees, not just women—to perform at their full potential and reach even greater heights.

## Launch of the Diversity Project

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The goal of the Diversity Project is to create conditions where all employees can work enthusiastically and enjoy job satisfaction, regardless of gender, nationality, age, or level of ability. The project promotes positive actions via groups that work on themes such as women, seniors, persons with disabilities, and non-Japanese employees.

## Supporting advancement of female employees

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Casio actively and continuously carries out a variety of measures with the aim of supporting all female employees so that they can fully demonstrate their abilities. Casio actively promotes ambitious and talented employees, and the number of women in senior staff positions increased from four in fiscal 2011 to 24 in fiscal 2016. In order to promote the advancement of women even more in the future, Casio has established the goal of doubling the percentage of women in senior staff positions by 2020. The company plans to actively implement measures to foster ambition for promotion among female candidates for senior staff positions and to take measures to support the career formation of young women.

Additionally, the percentage of female engineers is somewhat low in the hiring of new graduates. Accordingly, Casio has set goals for the percentage of women in the hiring of new graduates joining the company every spring from fiscal 2019 of at least 20% in engineering positions, at least 50% in sales positions, and at least 30% overall. The company plans to expand the number of its female engineer applicants by aggressively targeting technically minded women in its PR.

## Female employees in senior staff positions (Casio Computer Co., Ltd.)

(FY)	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Number of female employees in senior staff positions (number of managers)	4(3)	13(5)	16(8)	20(10)	20(9)	24(10)
Percentage of female employees in senior staff positions (percentage of managers)	0.4% (0.9%)	1.3% (1.5%)	1.7% (2.1%)	2.0% (2.0%)	2.1% (1.9%)	2.6% (2.1%)

\* Casio regards senior staff as professional staff and classifies them as: managers, or professionals who control an organization; and specialists, or professionals that belong to an organization.

\* A manager means a person at the department manager level or higher.

## Hiring and encouraging non-Japanese employees to play active roles

Aiming to stimulate and internationalize the company, Casio is actively hiring foreign students studying in Japan who wish to work at Casio. During the selection process, Casio makes careful efforts to prevent disadvantages at the time of selection resulting from insufficient understanding of information due to differences in language, culture, and customs. (The company has hired foreign students studying in Japan every year since 2012.)

Casio has established a working group under the a Diversity Project that includes non-Japanese employees who are already playing active roles while seeking to improve the company's systems from their point of view. Casio is working hard to build an environment in which non-Japanese employees can feel secure about continuing to work for a long time after joining the company. At present, Casio's non-Japanese employees are playing active roles while displaying their individuality in many kinds of workplaces.

## Improved menu signage in the cafeteria

Even for non-Japanese employees who are proficient in Japanese, it can be difficult to understand the names of food ingredients and cooking methods. Accordingly, Casio now displays cafeteria menus in both Japanese and English. This has also enabled employees of group companies and suppliers outside Japan who are visiting Japan on business, as well, to use the cafeteria more freely. Additionally, for the benefit of people with dietary restrictions due to religious precepts, menu displays now also include illustrations making it clear what kind of meat is used in each dish.



English menu description (bottom); pork marks (upper right)

## New system of leave for returning to one's home country

Casio grants special leave to non-Japanese employees in Japan so that they can participate from time to time in important events in their home countries and to create opportunities for them to see their family and relatives in their home countries once every several years. Until now it was possible for non-Japanese employee to use paid vacation to return home, but establishing a system has made it easier for them to take leave by clarifying the purpose.

## Establishment of a prayer room

Casio has prepared a room with space for Muslim employees to put down a prayer rug and pray.



## Description of applications to update one's status of residence in Japan

Non-Japanese employees must apply to update their status of residence in Japan every five years. Employees had to collect all the necessary documents and make a request to the company, and sometimes the procedures were difficult to understand. Accordingly, Casio has put up a description of the procedures on its company intranet.

## Working together with persons with disabilities

Casio Computer Co., Ltd., and Casio group companies in Japan have participated in many job fairs for persons with disabilities and cooperated with rehabilitation centers and support organizations for persons with disabilities to support their independence and participation in society. As a result of these efforts, in June 2016, the employment rate for persons with disabilities at Casio Computer and all Casio group companies in Japan exceeded the legally mandated rate.

The company is creating workplace environments that allow every individual to display their full abilities and aptitudes. Upon request, it provides hands-on training in the workplace before hiring in an effort to dispel anxiety about actually working there and to eliminate gaps between expectations and reality. Casio has also adopted and uses a follow-up system for persons with disabilities throughout the group. This system is intended to constantly aim for the most suitable environment in light of the opinions of both the workplace and persons with disabilities by conducting periodic interviews after a person with disabilities joins the company so they are not left alone to face any anxieties or problems. The interviews help to quickly resolve any problems, check aptitude for work duties based on actual performance of those duties, and facilitate the provision of care if a disability has changed with the passage of time. This also helps to relieve the anxieties of the families and former schools of employees with disabilities.

These kinds of initiatives have been commended by public institutions and featured in a DVD produced by the Tokyo Metropolitan Government introducing superior companies that it endorses. The system has led to the resolution of many problems, and employees with disabilities themselves have said it is comforting to have such a system in place. Casio also invites sign language interpreters to company events to help convey information to the hearing impaired and makes active use of job-related assistive tools from public institutions.

A working group in the Diversity Project is advancing community development for persons with disabilities. It is carrying out initiatives aimed at making Casio an easier place to keep working by incorporating the opinions of persons with disabilities regarding issues such as environmental retrofitting focused on ensuring safety, measures to increase awareness in workplaces where persons with disabilities work, and measures to further establish their position in the workplace.

Furthermore, Casio introduced commuting support measures for employees with disabilities, thereby allowing them to work staggered hours. The aim was to reduce obstacles and secure safety during commuting, according to the nature of the employee's disability. This move was in response to requests from employees with disabilities, and also addressed legal requirements to prevent discrimination against people with disabilities by providing reasonable accommodation of their needs.

The company aims to create an environment in which all Casio employees can work enthusiastically and enjoy job satisfaction, regardless of level of ability. In this way, Casio actively hires people who display creativity and have the desire to work and take on challenges, and gives them a stage on which to play an active role.

### Percent of workforce with disabilities

	As of April 1, 2014	As of April 1, 2015	As of April 1, 2016	As of June 21, 2016
Casio Computer Co., Ltd.	1.72%	1.74%	1.84%	2.01%

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## Encouraging the hiring of seniors / supporting the lives and employment of seniors

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Casio has a Senior Employee Program to provide retirement-age employees with employment opportunities, and to effectively utilize the skills and know-how that these individuals have accumulated over the course of their careers. It revised this program following amendment of the Act for Stabilization of Employment of Older Persons in fiscal 2014. Under the post-revision program, Casio offers continued employment with reasonable treatment according to past performance and the roles and responsibilities assumed after retirement age. The system creates workplaces where seniors can continue using their career skills and expertise within the Casio group.

The Second Career Working Group is part as part of the Casio Diversity Project. Together with members of the working group, which includes senior employees, the company has been incorporating opinions from the perspective of the persons concerned into discussions. In fiscal 2015, mechanism improvements were made as part of efforts to create systems and an environment where employees can work with enthusiasm regardless of age.

### Clarifying roles when hiring senior employees

Casio decided to clarify the procedure for re-hiring employees reaching retirement. The aim is further strengthen the potential of senior employees and to ensure job satisfaction after re-employment at a new compensation level. The company must now describe the skills and experience of each individual concerned, along with the corresponding job description, role, and expectations. These must be clearly documented and presented with the compensation conditions at time of re-employment.

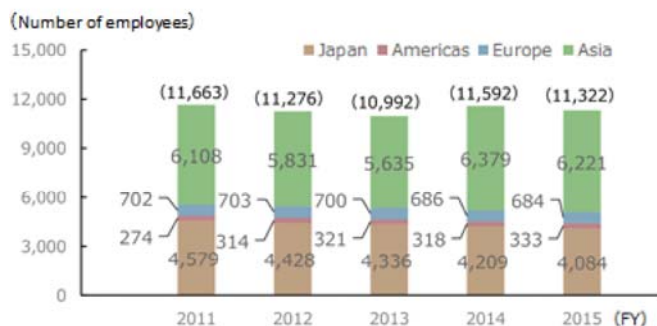
### Raising awareness of the need for career planning when looking ahead to retirement and re-employment

When employees reach mandatory retirement age and become eligible for re-employment as a senior employee, their roles and compensation levels will change. Therefore, Casio believes that it is necessary for employees to prepare in advance a forward-looking career plan, in order to continue working enthusiastically during the retirement transition from a regular position to re-employment as a senior employee. Senior Life Seminars are held each year for employees who have reached the ages of 53 and 58, in order to raise awareness of retirement life planning at an early stage. For employees aged 53, an external instructor provides a lecture on personal finance planning covering things such as the pension system, post-retirement living expenses, taxes, and healthcare costs. Now, information on career development planning is also provided with a view to re-employment at Casio once the mandatory retirement age is reached. The seminar has been well received by employees, one of whom indicated it helped him to clarify his goals for the coming seven years through retirement.

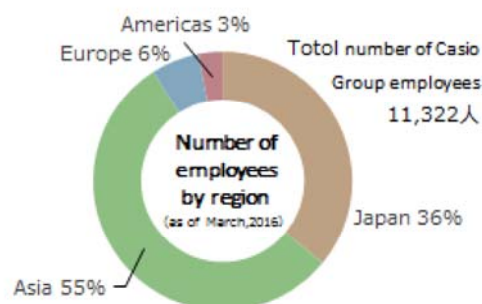
## Prioritizing local hiring and promotion at subsidiaries outside Japan

Along with the globalization of its operations, Casio is actively pursuing local hiring at its sites outside Japan. The aim is to promote management that is responsive to local conditions in each country, as a truly global company. This is being done not just in manufacturing, but also in various other fields.

### Number of Casio Group employees (global breakdown)



Number of Casio Group employees



Casio Group employees by region (FY2016)

## Initiatives in hiring

The Casio Group Code of Conduct states that "we will respect all fundamental human rights, and will not engage in any form of discrimination." Casio provides equal employment opportunities to anyone with the desire to work. Casio also endorses the Japan Business Federation's charter of hiring ethics. The company strives to avoid early hiring of undergraduate university students to minimize any impact on their studies. It also conducts voluntary explanation meetings at universities around the country and holds hiring events at different times during the day and week, splitting up selection periods into four or five different times. In this way, Casio is striving to provide hiring opportunities to as many students as possible.

## Human resources data

### Number of employees hired in Japan (As of end of March 2016)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	2,263	1,171	3,434 ( 84% )
Female	393	257	650 ( 16% )
Total	2,656	1,428	4,084

**Number of employees hired in Japan (April 1, 2016)**

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	35	2	37(62%)
Female	21	2	23(38%)
Total	56	4	60

**Average years of service in Japan (As of end of March 2016)**

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	20.7	18.6	20.3
Female	14.8	19.8	17.5
Total	19.8	18.6	19.3

**Average employee age in Japan (As of end of March 2016)**

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	47.3	47.5	47.5
Female	40.6	44.5	42.5
Total	46.3	46.5	46.5



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## Creating Supportive Workplaces

Casio regards it as crucial to create workplaces where employees can work enthusiastically with job satisfaction and in a state of physical and mental health. It has prepared a number of support programs and strives to foster a corporate culture that accepts diverse working styles. Recognizing its initiatives to date, in 2009 the Japanese Ministry of Health, Labour and Welfare granted Casio the Kurumin mark for helping to foster the next generation. This certification recognizes Casio as a company that actively supports employees' efforts to balance work and family life.



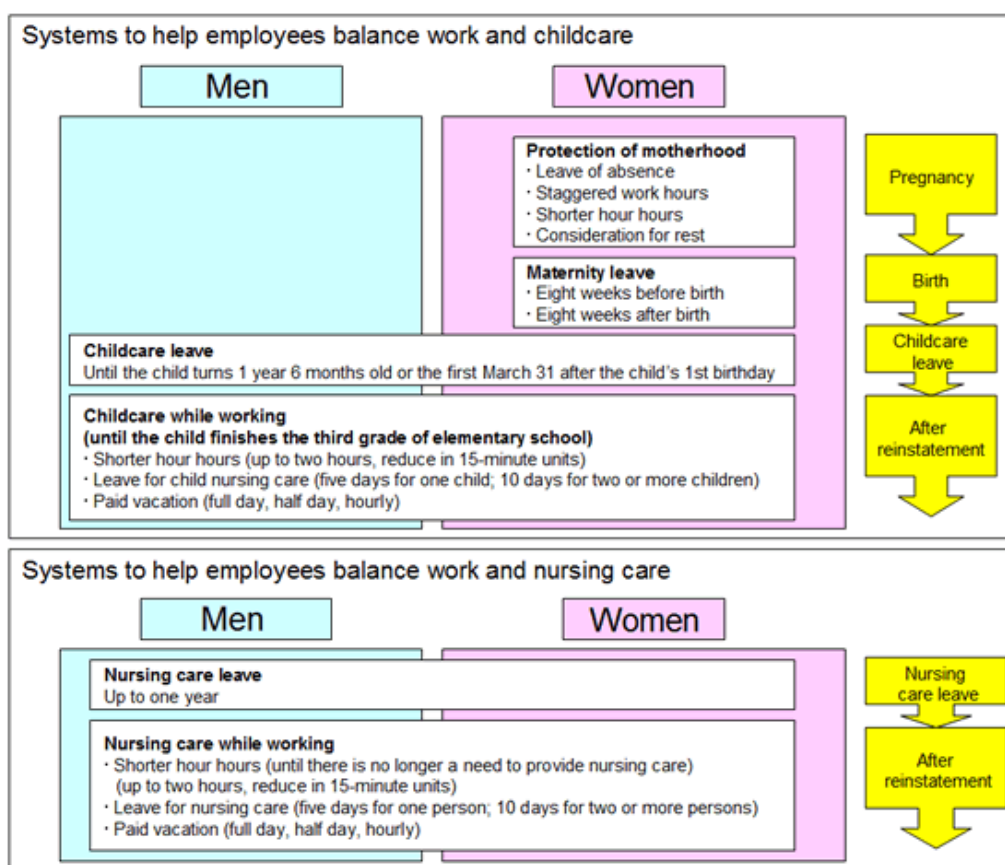
Kurumin mark for helping to foster the next generation

### Helping employees balance work and family life

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Casio has introduced programs that enable employees under restrictions caused by childbirth, parenting, and family nursing care to feel at ease and to demonstrate their full potential on the job. The company has developed programs that help employees balance work and family life, such as a shorter working hours system for childcare and nursing care and an hourly paid leave system.

## Childcare and nursing care leave programs (Casio Computer Co., Ltd.)



	Number of employees taking leave (figure in parentheses is men)					
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Childcare leave and return program	30(0)	34(0)	28(0)	35(1)	45(1)	46(0)
Nursing care leave program	0	3(1)	4(1)	2(2)	2(2)	3(1)
Shorter working hours system for childcare and nursing care	61(3)	66(2)	75(3)	68(3)	76(0)	77(0)
Child nursing care leave	8(1)	5(1)	16(5)	9(2)	6(1)	13(1)
Nursing care leave	0	2(1)	4(2)	3(2)	3(2)	3(2)

## Hourly paid leave system

In June 2010, Casio adopted a system that permits employees to take annual paid vacation in hourly increments. The system is available to all employees and can be combined with half-day leave so that it is used effectively and flexibly.

### Employee Comments

- Left an hour early for lunch to renew a drivers license  
"Previously, one had to take a half day off in order to attend to a personal matter during the work day. Now, one can take time off on an hourly basis, which is a more efficient way to use holiday time."
- Took hours off to take her two-year-old daughter for vaccinations and to meet with daycare staff  
"It is handy to take time off by the hour, since I also want to save my holiday time in case my daughter gets sick."
- Wanted to leave a couple of hours early to catch a ball game  
"A great way to break up my work routine. I felt very energized when I returned to work the next day."

### Rate of taking paid vacation (Casio Computer Co., Ltd.)

	FY2011 ( Jan. 2010 - Dec. 2010 )	FY2012 ( Jan. 2011 - Dec. 2011 )	FY2013 ( Jan. 2012 - Dec. 2012 )	FY2014 ( Jan. 2013 - Dec. 2013 )	FY2015 ( Jan. 2014 - Dec. 2015 )	FY2016 ( Apr. 2015 - Mar. 2016 )
Rate of taking paid vacation	67.6%	68.3%	70.9%	67.9%	65.5%	71.1%

\* Calculation period was changed in fiscal 2016

### Other vacation and leave programs

Program	Description
Vacation Day Accumulation	The annual paid vacation expires in two years. However, employees can accumulate a maximum of 30 unused vacation days to carry over up to four days per year. The leave days can be used if the employee gets sick or injured, in order to care for a family member, safe motherhood measures, or volunteering.
Refresh Leave	This program grants five days of leave at the 10-year, 20-year, and 30-year milestones of work.

## Caregiving Seminars

Casio held a “Seminar on Balancing Work and Caregiving” for the first time to provide employees with basic information on caregiving, so that they could acquire knowledge that will allow them to handle caregiving, the need for which often comes abruptly.

The seminar was held two times—at the headquarters and the R&D Center—in January 2016 and streamed live to sales offices around the country.

In total, 340 people attended the seminars. On a questionnaire given after the seminar, 93% said that it was useful, and 31% said that they themselves or someone near them were currently involved in caregiving. Clearly caregiving is an immediate concern for employees.

## Initiatives to improve productivity

Casio Computer Co., Ltd., is working to reduce annual work hours, and is carrying out the "Daily Improvement: Zero Overtime Movement" with an eye to changing work styles and improving productivity. This is part of a larger work-style reform initiative that aims to achieve zero overtime with no decline in the quality of work. The aim is to comprehensively raise the quality of work, which in turn will drive improvement in Casio's business performance. In fiscal 2016, company-wide efforts were made, aiming for a 10% reduction from the previous year. Managers and supervisors use a Web-based system that enables them to track and manage the working hours of their subordinates.

### Average monthly overtime work (Casio Computer Co., Ltd., and group companies in Japan)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Overtime hours	15.08	14.76	15.09	16.20	16.10	15.70

## Communication between labor and management

Through regular communication between management and the labor union, Casio hopes to raise the awareness of employees about their participation in the management of the company. Casio values close communication between labor and management.

At the core of this labor-management communication is the Group Workers' Labor-Management Conference, which is held four times a year (February, May, September, and November). At these conferences, management and labor, together representing the entire group, exchange opinions about current conditions at the company. In addition, close communication is maintained at various other levels, including the Central Labor-Management Meeting, the Division Labor-Management Meeting, and the Sales Chapter Labor-Management Meeting. Casio operates on a union-shop basis; as a rule, all employees except for managers are members of the union.

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# Effectively appointing and deploying employees

**Casio works to maintain a healthy corporate culture where fairness and impartiality are valued in all promotion decisions. The company uses a merit-driven system combined with a performance-based approach to evaluate employees and determine compensation.**

## Policy for fair evaluation and compensation

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Based firmly on a foundation of fairness, Casio aims to continuously improve its human resource system in light of changes in the social environment. Within that system, the present basic human resources policy combines a role-based system that grades individual employees based on the extent of their roles with a performance-based approach to evaluation and compensation based mainly on outcomes of job performance within their roles.

Additionally, the company puts a premium on the following points of view:

- Respect of will: Grant significance to the individual's will and intentions
- Human resources development: Create opportunities for the acquisition of knowledge and skills needed in work
- Significance of abilities: Grant significance to abilities demonstrated through work
- Right person for the right job: Reflect individual wishes in job requests
- Priority distribution: Distribute limited management resources as efficiently as possible
- Stable employment: Strive to create workplaces where employees can work according to their abilities

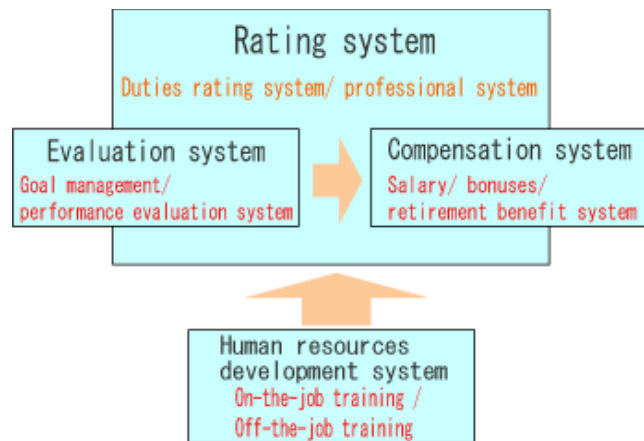
In addition to the above policy, Casio will place a premium on these points of view as it pushes ahead with innovative personnel measures. By taking this approach, Casio aims to strike the optimal balance between the growth and revitalization of society and the expansion and growth of the company.

Casio's design and application of an impartial personnel system ensures fair rating, evaluation, and compensation according to the level of duties, regardless of academic background, years of service, or gender.

Casio feels that goal management is important in its evaluation system and so it has supervisors and their subordinates share goal information via the intranet. Starting in fiscal 2015, goals are also being shared among colleagues in addition superiors and subordinates, which is useful for promoting innovation and synergy.

The company evaluates each employee at an interview twice a year. Casio uses evaluation sheets based on goal management to notify employees about the results of evaluations, a mechanism designed to improve transparency and ensure that evaluation of employees is highly credible.

## Human resources system overview



## Education for fair evaluation and compensation

Casio requires managers to take evaluator training in an effort to improve their evaluation, leadership, and interviewing skills, in order to operate its human resources system fairly and appropriately.

Additionally, all managers are evaluated by their colleagues and subordinates about once every three years. The results are fed back to managers during training sessions to encourage continual improvement. An overview of the evaluation and compensation system is posted on the company intranet to keep all employees thoroughly informed about this system.

The company not only works with evaluators, but has also cooperated with the labor union to produce a Goal Setting and Evaluation Interview Handbook to help deepen understanding between supervisors and their subordinates and ensure fairness in operations.

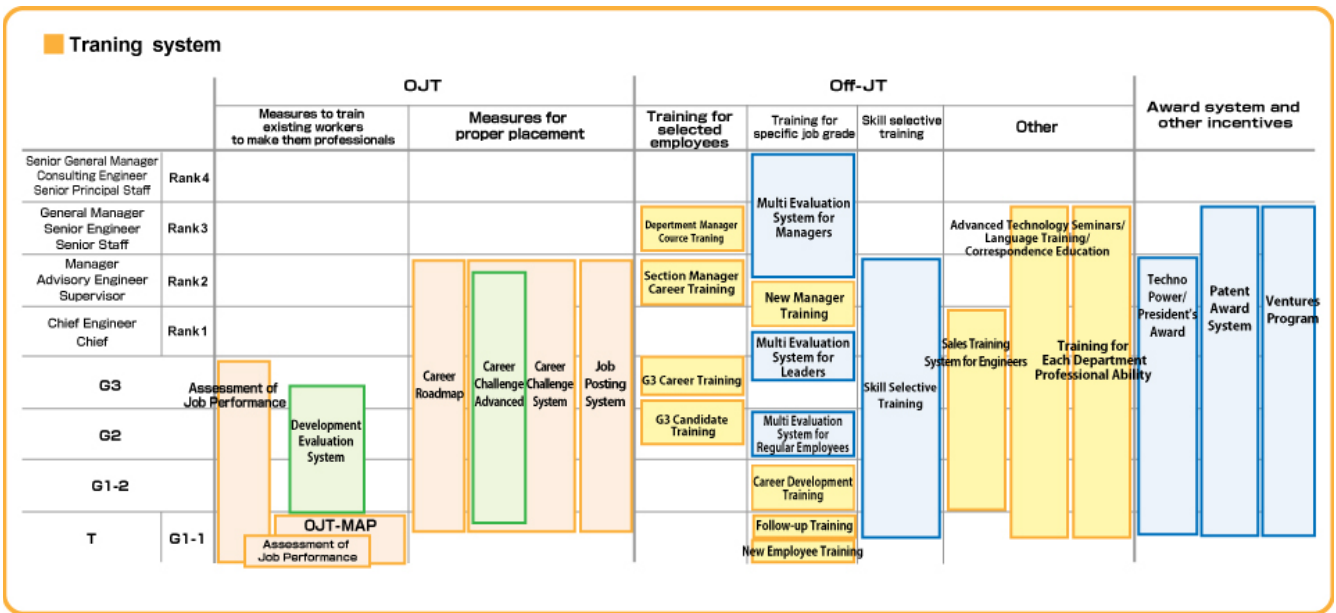
## Overview of human resource development

Casio has various human resource development programs designed to develop creative employees who are eager to take on challenges and to train professionals with early tracking into specialized fields.

Casio aims to develop professionals in the form of strategic generalists who pass on the company's corporate culture, and technical specialists who pass on the company's unique technology and know-how. For this purpose, based on the convictions that people grow through their work and that the source of growth is personal motivation, Casio helps employees improve their skills by providing environments that enable them to overcome challenges through personal determination and effort.

Accordingly, the company emphasizes on-the-job (OJT) training to improve practical skills, complemented by off-the-job (off-JT) training to provide theoretical knowledge. In recent years, the training system has been improved to ensure even more effective, efficient skill development via a broader choice of training courses.

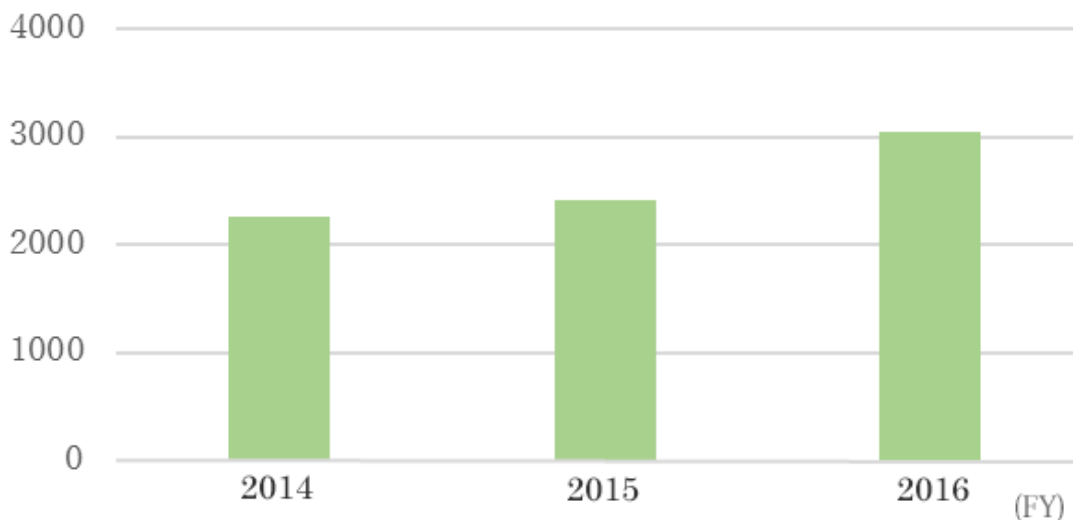
## Training System



Casio conducts the necessary training for all the job grades in its in-house ranking system, and the company is working constantly to upgrade and enhance its human resource development system. As part of this system, Casio offers measures to train existing workers to make them professionals and training for specific job grades to all eligible employees. The human resource training page on the company's intranet explains each system of training as well as showing comments from employees who have used the system. Casio endeavors to encourage utilization of the system and support employee education by presenting success stories and good news.

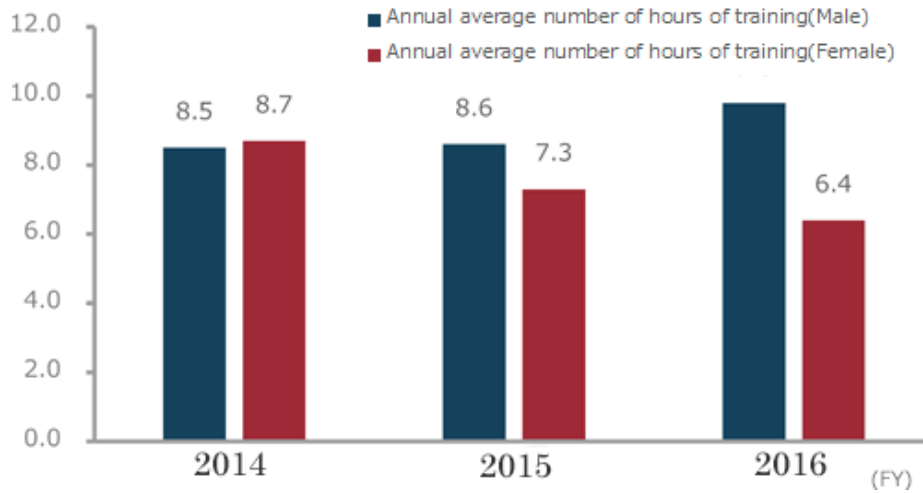
In addition to the system above, Casio holds Senior Life Seminars for employees in Japan when they reach the ages of 53 and 58 (303 employees in fiscal 2016). The seminars help employees to plan their lives after the company retirement age of 60, with information on areas such as retirement career planning, skills development, retirement benefits, and the pension system.

## Training participants (Casio Computer Co., Ltd.) \*excluding Senior Life Seminars

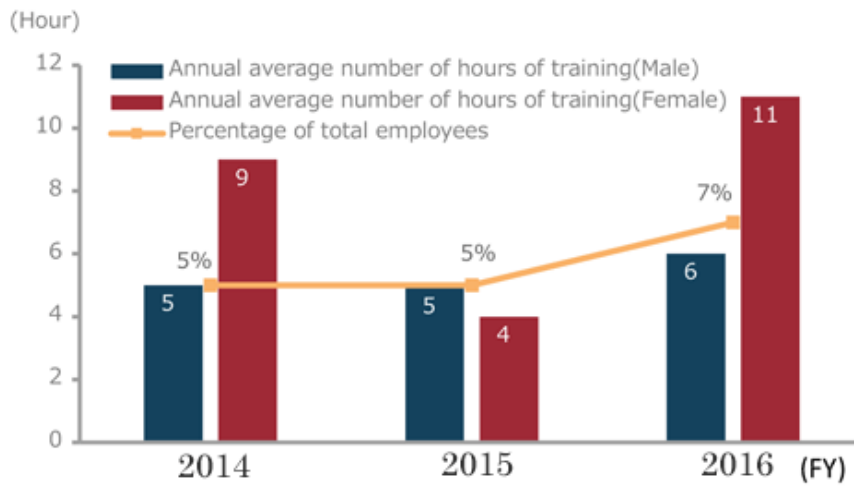


Male 86%, Female 14% in FY2016

**Annual average number of hours of training (Casio Computer Co., Ltd.)**



**Proportion of employees receiving regular assessment of their performance and career development progress**





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## Surveys and verification relating to utilization and development of human resources

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In off-the-job training, questionnaires are given to employees every time they attend a training session, and their requests and opinions are used to help make improvements in the following fiscal year and beyond. In on-the-job training, when employees register for the Career Challenge System (described below), they can register their opinions about the system itself. Furthermore, when the company establishes new systems, it verifies the system through prior interviews and trial runs with the aim of achieving more effective operation.

### Fiscal 2016 summary and future issues

In fiscal 2016, Casio mainly focused on enhancing training for selected employees, promoting employee innovation, and strengthening global human resources. In fiscal 2017, Casio intends to make continued progress not only by improving its conventional training content, but also by revamping its technical skill selective training, extending training for specific job grades that is designed to strengthen management to all group companies in Japan, and improving employee innovation.

## Main human resource development programs

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### Career Challenge System

This system lets employees periodically register their careers, skills, and personal challenges with the company, and serves as an important reference for assisting managers to determine policies on developing their subordinates and future placement planning. Participants can also register challenges they would like to undertake in their current jobs. By allowing employees to share their goals with superiors, the system helps to create an energetic work environment.

### Career Challenge: Advanced

This program preferentially places employees who have been in their current career position for a rather long time and hope to challenge themselves to pursue work environments and careers that require new skills, for the objective of self-improvement and making further contributions to the company, in their desired divisions, if their desires meet the needs of the new department.

This program has been gradually extended to group companies and the number of employees wishing to take the challenge is growing every year. Casio will continue to facilitate revitalization within the group through this system.

### Job Posting System

This system seeks to satisfy both the company's business needs and employees' career paths, and is a program for priority placement of suitable people, based on selection of candidates for jobs which the company offers. It is operated jointly with other Casio group companies.

### New Employee Training, Follow-up Training, Career Development Training

Training for young employees becomes a place for learning the basics of being a Casio employee, and offers opportunities for employees to consider their own career paths, with training for new entrants as well as first-year, second-year and third-year employees.

## Skill Selective Training

The training targets all regular employees, for the objective of effectively and efficiently acquiring diverse skills required for work operations, in a training program that allows employees to select from a large variety of training courses. The targeted skills are divided into three categories: specialized skills, strategic skills, and interpersonal skills. It also functions as an opportunity for network building within the company, as employees from different occupational categories attend the same training.

## Techno Power

This is an event held annually for the objectives of stimulating engineers, and sharing and accumulating technology. It serves as a place for recruiting new technology and expertise created in-house and recognizing ideas with high originality, technical level, and usefulness. The event encourages engineers to embrace the challenge of new technologies through presentations of in-house technology, exhibition of new technologies, and keynote speeches.

### Past accolades (number of awards)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Outstanding Technology Award	2	3	2	3	4	2
Honorable Mention	6	5	8	7	9	8
Total	8	8	10	10	13	15

## In-house specialist seminars

These are lectures by outside trailblazers in advanced technology and innovators who were able to develop revolutionary new products and create new businesses. They are mainly for technology development engineers, for the objective of understanding technology trends and of fostering a development mindset and the will to take on challenges. The themes of the seminars include trends in advanced technology with high originality and technical level, and ways of thinking to create new products. In recent years the themes have been expanded to include such topics as market and product trends in regions where future market expansion is expected, especially in emerging countries. In fiscal 2016, eight seminars were held, attended by a total of 800 employees.

## Language training

The purpose of these training programs is to increase employees' language skills. The company provides diverse language training suited to employee needs, such as online English conversation training that employees can take from home at any time and group lessons in English, Chinese, and other languages. Over 100 employees take advantage of these training programs every year. The company periodically revises the training content, aiming to offer programs that are easier for employees to use.

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## **Intrapreneurship Program**

Casio established its Intrapreneurship Program to identify and foster talented human resources who can motivate employees and develop businesses and to quickly launch new businesses by providing an opportunity for employees to make business proposals beyond organizational boundaries. The program allows individual employees to make their own business proposals directly to top management. Those employees whose proposals are approved as promising themes become the project leaders, and then work to realize the goals they proposed. So far 96 proposals have been made, some of which led to business development. Casio intends to make use of this program as an ongoing business proposal tool in the future.

## **Right person for the right job**

The Career Challenge System, Career Challenge: Advanced System, and Job Posting System are offered every year, and the company strives to place the right people in the right jobs by valuing employees' intentions. Additionally, career interviews are conducted with those who desire one and support provided as appropriate when employees consider their career direction. Casio also makes its intranet and database available to the managers of each department to allow them to conduct comprehensive assessment of the human resource development information on their subordinates, which they then utilize for training within the department.

Additionally, in order to make it easier to reflect employees' wishes in the ordinary course of business, employees declare a task that they would like to attempt and this intention is shared with their supervisors and made use of in task assignment and rotation.

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# Promoting health and safety initiatives for employees

Each and every employee must be able to work safely and in good health in order to perform at his or her full potential. Based on various laws and work regulations such as Japan's Industrial Safety and Health Act, Casio makes group-wide efforts to create workplace environments where all employees can work with peace of mind, in order to maintain and enhance the health of employees and prevent occupational injuries or their reoccurrence. Group companies outside Japan comply with their local laws and regulations and also implement similar measures.

## Occupational health and safety activities

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Casio has formulated safety and health rules, based upon which it has established Occupational Safety and Health Committees in all of its business locations. The committees independently design and implement policies tailored to each workplace, doing all they can to keep employees physically and mentally healthy and to ensure occupational safety. The committees, which are made up of people selected by the company and the Labor Union in equal proportions, discuss measures to prevent accidents and to maintain and promote employee health. Committee activities are reported to employees via the intranet. Casio also runs campaigns to raise employee awareness about occupational safety and health.

## Initiatives for managing and promoting employee health

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Casio goes beyond employee health management. It also seeks, by taking active measures to promote better health, to improve employee motivation and raise productivity. In addition, Casio supports the advancement of health by providing various types of health guidance and raising health awareness, working in cooperation with the Casio Health Insurance Association. Health promotion initiatives are reported to the officer responsible for human resources.

### Regular health checks

Regular health checks for employees at Casio are more thorough than legally mandated: they include many additional items intended to help employees maintain their health and to prevent lifestyle-related diseases. Nearly 100% of employees come for the health checks every year. In fiscal 2016, the mobile health check clinic will be replaced with a new vehicle equipped with digital high-resolution X-ray equipment. Employees 35 and older will have their regular health checks at a hospital rather than in the mobile clinic, and for the gastric examination, employees can choose between high-resolution X-ray and endoscope. Employees 40 and older can opt to receive a full medical checkup, partially paid by the employee. The rules for follow-up are also being standardized, and Casio aims to improve the follow-up implementation rate for those whose health check revealed any concerns. Employees on overseas assignments are also required to undergo a routine health check once a year, with an industrial physician offering guidance based on the results.

## Initiatives to counter lifestyle-related diseases

In the effort to prevent lifestyle-related illnesses, Casio, together with the Casio Health Insurance Association, is promoting initiatives that focus on exercise and healthy eating. From September to November and from March to May every year, Casio holds a Walking Campaign at sites across Japan to encourage the habit of getting moderate exercise. Participants can check their progress and ranking on a special website. The employee cafeterias provide healthy menu choices featuring a balance of calories and nutrition.



Healthy menu

Additionally, Casio now conducts “Health Fairs,” a new program with the concept of helping employees to make effective use of the lunch break to get refreshed. The fairs include the provision of health information and events that allow employees to learn more about their own bodies, aiming to encourage them to take an interest in health and food so as to maintain and promote their health. Company officers also participated in the first fair.

## Initiative to prevent working long hours

Casio is carrying out an initiative to prevent the damaging health effects to the brain or heart which can be caused by accumulated fatigue due to long working hours. In order to ensure proper work schedules, all employees that work 80 hours or more of overtime in a month must be interviewed by an industrial physician. The physician then checks the employee's health condition, and provides the person with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

## Mental health care initiatives

Casio has established a mental health education system to support the mental health of its employees.

As part of this system, Casio Computer Co., Ltd., has initiated an e-Learning Program, a Self-Checkup, and a Stress Test by Organization for all of its employees, seeking to raise awareness of mental health issues. Specifically for the purpose of reducing the rate of mental health problems among younger employees, a Stress Management Program has been created for employees in their second year. The program includes lectures and practice exercises for improving interaction with superiors and colleagues, and it also covers communication skills and mental health issues. A separate e-Learning Program and a Program for Managers have also been created for those in leadership positions, including middle management, in an effort to ensure everyone understands the importance of stress management in organizations.

In addition, Casio has an in-house mental health physician and an external Mental Health and Life Hotline in place to offer employees counseling in and outside the company at all times.

Similar support systems are in place at group companies in Japan, and they are providing support so that employees can work with energy and satisfaction.

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## Quit smoking campaigns

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Casio is conducting quit smoking campaigns worldwide.

Smoking is prohibited on the premises of all group companies in Japan and also prohibited during working hours, whether in or outside the company. Since fiscal 2011, Casio and its Health Insurance Association have been cooperating in the implementation of a practical Quit Smoking Encouragement Program that provides smoking-cessation aids. In fiscal 2014, Casio Computer Co., Ltd., held a quit smoking seminar at its head office in Hatsudai, which was attended by nearly 200 people.

## Preventing occupational accidents

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Casio is committed to the goal of zero occupational injuries and operates regular safety programs with the aim of maintaining an accident-free record at all Casio work sites. In addition, each site and group company conducts fire and disaster prevention/evacuation drills.



Disaster prevention drill at the head office

## Occupational injuries at Casio Computer Co., Ltd. (in the last five years)

(FY)	Injury frequency rate <sup>*1</sup>		Injury severity rate <sup>*2</sup>	
	Casio	Manufacturers	Casio	Manufacturers
FY2012(Jan-Dec.2011)	0	1.05	0	0.08
FY2013(Jan-Dec.2012)	0.19	1.05	0.001	0.08
FY2014(Jan-Dec.2013)	0.4	0.94	0.001	0.1
FY2015(Jan-Dec.2014)	0.79	1.06	0.007	0.09
FY2016(Jan-Dec.2015)	0	1.06	0	0.06

\*1 Number of deaths and injuries, per 1 million actual cumulative working hours, resulting from occupational accidents.

\*2 Work days lost per 1,000 actual cumulative working hours; indicates accident severity

\* The term "occupational injuries" here includes injuries or illnesses (requiring at least 1 day off work) and deaths of workers in connection with the performance of their jobs.

## Number of incidents, by gender and department

	Number by gender				Number by department		
	Male	Female	Total	Of which, number of worker days off	Headquarters	Development department	Sales office
FY2012	2	1	3	0	1	0	2
FY2013	3	4	7	1	1	3	3
FY2014	7	0	7	2	0	3	4
FY2015	10	4	14	4	4	4	6
FY2016	5	5	10	0	0	0	10

## Initiatives for lifesaving activities by employees



Example commendations

Casio has placed automated external defibrillators (AEDs), which are used in cardiopulmonary resuscitation (CPR) during a cardiac arrest, in all its facilities nationwide. Additionally, the company provides lifesaving classes and supports initiatives for lifesaving activities by employees, in order to be prepared for any eventuality.

So far, AEDs at Casio facilities have been used three times to save the lives of people who had a heart attack, and in each case the person fully recovered.