



# Creation of a Vigorous and Lively Workplace

We intend to become a robust global company by creating dynamic workplaces in which all employees can demonstrate mutual respect for human rights.



**Naoko Matsushima**  
International HR Section,  
Human Resources Department,  
Sumitomo Wiring Systems

## To Create an Environment in which Each and Every Employee Can Work Energetically

My main duty is to support foreign national employees who have been dispatched from our overseas affiliates in becoming more comfortable living in Japan as quickly as possible so they can concentrate on their work and produce better results. Also, as a member of the Diversity & Inclusion (D&I) Promotion project, I'm engaged in creating an environment in which all our employees can work with positive attitudes and higher motivation. Through my work, I've realized that in order to feel happy and content with your work, it is important to enrich your work and life experiences and also maintain a sound balance. The company must provide a work environment that allows individuals and organizations to achieve better results in a limited time while increasing productivity.

### Workplace Environment Policy

The Sumitomo Wiring Systems' Group Charter of Corporate Behavior calls for respect for human rights and prohibits discrimination. A variety of training programs are provided to deepen employee awareness of and commitment to human rights. We conduct business and establish working environments with due respect for human rights and free of any discrimination based on race, nationality, ideology, gender, age, social status or disability.

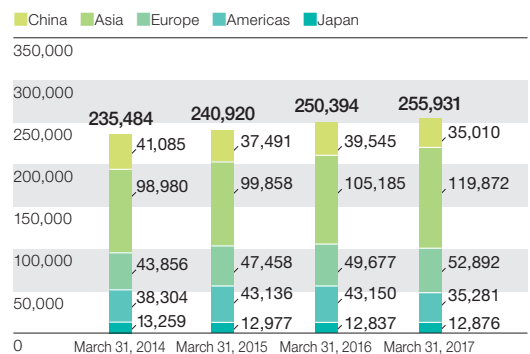
#### » Activities for Promoting the Development of Dynamic Workplaces

Since fiscal 2013, we have been promoting the development of dynamic workplaces to encourage active communication, increase operational efficiency and promote the raising of employee awareness of human rights. The members of the dynamic workplace promotion committee, who are selected by each department every year, share the information that they have obtained by participating in human awareness training in their respective workplaces. Moreover, we have established a system for the early detection of and response for dealing with harassment. Any promotion officer who recognizes a situation involving harassment will directly report the incident to the personnel division. And we are striving to create sound working environments, such as assessing the conditions of each workplace through dynamic workplace patrol activities implemented by both labor and management and introducing good practices through Group newsletters.

#### » Declaration on Diversity & Inclusion (D&I)

In May 2017, the SWS Group announced its declaration on D&I, which consists of three pillars: management reform, working style reform and promotion of the success of diverse human resources. We intend to become the world's most rewarding and vibrant company that naturally attracts people with different values and views, helps them to grow and enables them to demonstrate their fullest potential.

#### » Global Personnel



Note: The number of personnel also includes partner companies and joint ventures.

#### » D&I Promotion Logo



This logo expresses our belief that the company will grow when diverse human resources come together and work toward the same goals while individually proving who they are and thereby enabling both the individual and the organization to shine. The colorful lines represent diverse human resources and wire harnesses, the company's primary product.

● Promoting the Success of Diverse Human Resources

We actively support employees who maintain a work-life balance and achieve results in the pursuit of productivity. Also, we train supervisors who equally value their work-life balance and achieve results at an organizational level while supporting their respective employees.

● Promotion of Active Participation of Women in the Workforce

The Act on Promotion of Women's Participation and Advancement in the Workplace came into force with the goal of realizing a society in which women who desire to play an active role in their workplace can exert their individual talents and skills. Sumitomo Wiring Systems has established numerical targets and action plans for creating a corporate culture in which employees with various backgrounds can demonstrate their abilities and actively contribute.

Our action plans provide diversity management training for managers and diversity town meetings to raise employee awareness of diversity issues. The recruitment section of our website also introduces our young female employees in career-track positions and other employees who have advanced in their careers by balancing work with child-rearing. We are implementing measures that have a proven impact on each issue, and we will continue to steadfastly implement our action plans to promote women's participation in the workforce.

As of April 1, 2017, the number of female managers was 24, or 1.4% of the total managerial positions. The number of hired female career-track employees was 11 for administrative work and 9 for engineering work. While the goal for the ratio of female career-track employees was achieved in April 2017, we will steadily carry out our action plan to promote the advancement of women in the workplace.

**First Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace**

● Operational period

April 1, 2016–March 31, 2021

● Targets

1. Double the number of female managers by fiscal 2020 (from 18 to 36).
2. Achieve an employment ratio of female career-track employees over 30% for administrative work and over 10% for engineering work.

● Action plan

- Initiative 1: Formulation of the diversity management guidebook
- Initiative 2: Implementation of diversity management training for managers
- Initiative 3: Implementation of diversity town meetings
- Initiative 4: Promotion of the hiring of female career-track employees

● Promoting Employment of Physically or Mentally Challenged Persons

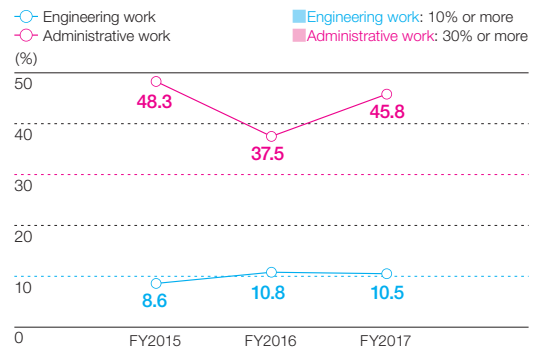
We established our special subsidiary, SWS Smile, in May 2013 to promote the employment of physically or mentally challenged persons and enhance our support system to correspond with individual abilities. As of May 2017, four years after the commencement of its operation, SWS Smile has 32 physically or mentally challenged employees and 12 support staff members working for them. At first these employees were mainly engaged in recycling work such as sorting and dismantling wire harness parts, but they are now broadening their work options by continuously challenging themselves to engage in new tasks, such as maintaining the grass and vegetation around the company and shredding documents.

● Global Relocation Program

In November 2016, we launched our new Global Relocation Program toward strengthening the development of human resources both in and outside of Japan and promoting the localization and diversity of our operations in Japan. The program is an upgraded version of the conventional overseas dispatching system. Some of the benefits we expect from it include the establishment of a corporate culture/system encouraging the active participation of diverse human resources, the reduction of domestic hiring and slowing the increase of expatriate employees. Similar benefits expected for local companies overseas include the development of management personnel, the improved technical skills of local employees, an increased retention rate and a greater sense of loyalty among proven, long-standing employees.

We will strive to be a company that supports active participation of diverse employees by further facilitating employee exchange arrangements with local companies.

▶ Ratio of Hiring New Female Graduates for Career-track Positions

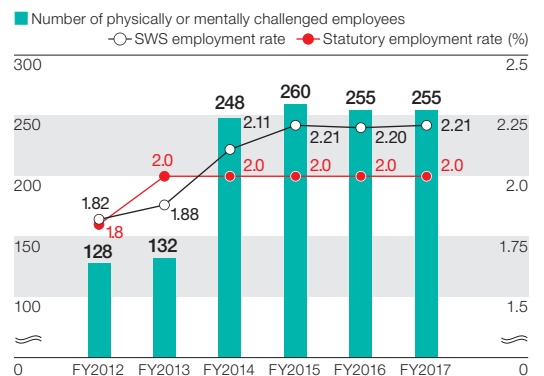


**Expanding the Women's Group to Create a Lively Workplace**

**Itsuko Shirani**  
Deputy General Manager,  
Information Systems Technology  
Department, IT Division, Sumitomo  
Wiring Systems

Since the Equal Employment Opportunity Law went into force 30 years ago, many improvements have been made to the human resources system. But an increasing number of female employees are struggling with a situation in which they don't experience having enough confidence to seek a promotion, feel guilty when they go home before others do or desire more responsibility at work. With an intense desire to provide any help to these women, I formed a group consisting of female employees in career-track and management positions at my workplace. During our meetings, everyone shares with compassion and leaves the meeting with a smile. I would like to make our workplace an even better place by expanding the level of interaction and experience of happiness demonstrated by my group.

▶ Employment of Physically or Mentally Challenged Persons



Note: Calculated as of June each year. The basis of calculation was changed following the establishment of SWS Smile in fiscal 2014.



Employees on the job at SWS Smile, Ltd.

•Work Style Reform

We will cultivate an environment in which all our employees can continuously pursue their careers, develop skills, expand opportunities for success and maintain and improve their workplace motivation. To do that we will develop and implement work systems and personnel policies that respect diverse work styles and encourage each employee to fully exert their strengths.

•Work-Life Balance

We proactively carry out measures that support employees in balancing work and family life. Under Japan's Act for Measures to Support the Development of the Next Generation, we launched our Fourth Action Plan on March 1, 2014, with the objective of creating a workplace culture that facilitates the balancing of work and family life for both men and women. In addition to further improving various childcare and nursing care initiatives, including childcare leave and reduced working hour programs, we focused on expanding measures for work-life balance, such as introducing a system that makes it easier for both male and female employees to participate in child-rearing and implementing Parent's Meetings. As a result we acquired both the Platinum Kurumin Mark and the third Kurumin Mark certification (the next-generation accreditation mark certified by Japan's Ministry of Health, Labour and Welfare) in May 2016.

As one initiative for supporting the success of employees with children, we opened the onsite day care center SWS Connect Kids in April 2017. Also, we encourages employees to take their paid leaves to maintain their work-life balance. In fiscal 2016, the average rate of paid leave taken was 73.5% and the annual total number of working hours per employee was 2,036.36 hours.

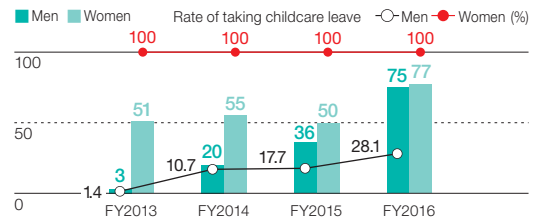
We will continue to implement measures that support the success of each and every individual, fully respecting the diversity of the lifestyle choices of our employees.

Opening SWS Connect Kids, an Onsite Day Care Center

To support the success of employees with children, we opened the onsite day care center SWS Connect Kids at the Yokkaichi and Suzuka Plants. The name is derived from the corporate philosophy, "Connect with the Best," which expresses the desire for children to grow into adults who are connected to their local communities or the world.



Employees Who Took Leave for Childcare



Note: Number of employees who applied for (female employees who gave birth) and took childcare leave

Employees Who Took Leave for Nursing Care

FY	2013	2014	2015	2016
Number of employees	9	18	21	22

Note: Number of employees includes employees using accumulated days off.



Platinum Kurumin Mark



Kurumin Mark



How My Wife Successfully Returned to the Workforce

Norihiko Tanaka

Wiring Harness Business  
Administrative Planning  
Department 1, Planning Group

Thanks to the opening of SWS Connect Kids, my wife has been able to successfully return to the workforce. After being a stay-at-home mom for a while, she started thinking about working again after our second son turned two and we started looking for a day care center. After submitting applications to several centers, we ended up being rejected because none of them had room for new applicants. But finally we found a center for our son—SWS Connect Kids. This place offered us several benefits in terms of convenience and safety. For example, we don't have to bring diapers or blankets for nap time, and the nursery teachers told us about our son's activities every day. I hope more and more people take advantage of this great day care center.

Policy for Cultivating Human Resources

Our personnel division is devoted to implementing educational activities rooted in the "Three aspects of personnel development (mind, skills and substance)" in order to develop human resources that reflect our philosophy and policy. At the same time, the SWS Group directs its combined efforts toward quickly cultivating global human resources that can adapt to the globalization of our business. In addition to developing globally competitive employees, we will continue to foster human resources by providing both company- and department-wide training to build employee capacity.

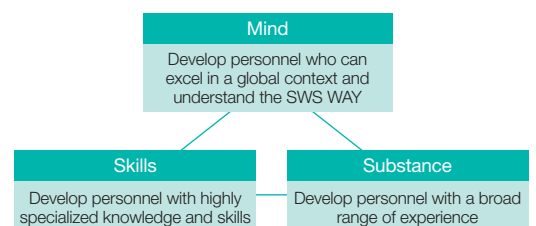
Personnel Philosophy

We will create a corporate culture that provides a positive working environment for every employee, is driven by our belief in their individual potential, and is in accord with their eagerness to take on challenges.

Personnel Policy

1. We respect individual initiative.
2. Our approach is based on performance.
3. We develop diverse human resources.

Cultivating Human Resources Based on the Three Aspects of Personnel Development (Mind, Skills and Substance)



## » Capacity Building Programs

SWS Group capacity building programs are grounded in our belief in the potential of each employee, and through them we acknowledge the spirit of challenge that employees possess while encouraging capability building aligned with career goals. We therefore set short-term goals every year for capacity building that are within the framework of the annual goal management and personnel evaluation systems.

Over the mid to long term, we encourage employees to understand the roles they are expected to play by attending position-based training sessions and preparing their own capacity building and career plans. We do this so that they pursue career development and attain self-fulfillment by implementing the action plans (training, self-development, etc.) they have created through career development discussions with their supervisors.

## » Development of Global Human Resources

The SWS Group cultivates personnel who can keep pace with the globalization of our businesses. We continually upgrade our global training programs in areas such as languages, diversity, cross-cultural management, personnel management and international operations. Also, we are also bolstering human resource development at our overseas Group companies by organizing training for executive candidates and managers. These efforts are intended to cultivate global human resources throughout the Group.

### • Regional Managers Training

In fiscal 2012, we launched the Regional Managers Training program for managers based outside Japan and began by conducting training sessions in Europe. In fiscal 2016, we provided training sessions in the U.S. and Japan with 60 participants from 18 countries. We intend to cultivate global management utilizing local human capital.

### • New Employee Training at Overseas Plants

The SWS Group (in Japan) provides practical training for all new career-track employees at overseas plants where wire harnesses are mass produced. In fiscal 2016, the program's 20th year, 105 employees who joined the company this year were dispatched for training to four plants in Vietnam and the Philippines.

### • Overseas Trainee System

We have an overseas trainee system in place, in which each division selects trainees from its younger employees and dispatches them to work overseas for a certain period of time. Since 2007 a total of 352 employees have gained experience encompassing the cultivation of diverse values and improvement in management capabilities. They are now applying the experience in their career development.

## » Past Training Programs

Type	FY2014	FY2015	FY2016	
Number of training sessions	Electives	8	8	9
	Position and rank-based	29	29	30
	Recommended elective-based	19	27	25
	Optional	22	22	22
	Web-based	30	32	35
<b>Total</b>	<b>108</b>	<b>118</b>	<b>121</b>	
Number of attendees	Managerial positions	1,507	736	829
	Career-track positions	3,466	2,350	2,225
	General office work positions	1,540	1,492	1,576
	<b>Total</b>	<b>6,513</b>	<b>4,578</b>	<b>4,630</b>

Notes: Figures exclude career-track new employee training, training at overseas plants and onsite improvement practice training. In fiscal 2014, 2,854 people attended a workshop on the key points of the management of environmentally hazardous substances.



Regional manager training



New employee training at an overseas plant



### Utilizing What I Learned in Training to Contribute to SWS Group Development

Voice

#### Do Thanh Binh

Regional Manager, Sumi Vietnam Wiring Systems Co., Ltd. (SWWS) (Vietnam)

I participated in the Asia/Pacific Managers Training as a manager of the SVWS Manufacturing Division, and I felt that the time was very well spent. I learned again about the necessity of having all members of the workplace thoroughly understand the Sumitomo Electric Group Policy and SWS WAY toward ensuring customer satisfaction and the importance of leadership and staff development. In addition to contributing to SWWS, I hope to make it possible for the Sumitomo Electric Group to become the world's number one manufacturer, utilizing what I've learned at this training. Also, I'd like to maintain my relationships with the participants from other countries.