

HR

DEI (Diversity, Equity & Inclusion)

[DEI \(Diversity, Equity & Inclusion\) >](#)

[DEI \(Diversity, Equity & Inclusion\) >](#)

[DEI promotion road map >](#)

[initiatives >](#)

Labor Practices

[Labor Practices >](#)

[Basic HR Management Philosophy >](#)

[Labor Practices Policy >](#)

[Ensuring Fair and Impartial Evaluation and Treatment >](#)

[Work Style Reform >](#)

[Creating a Fulfilling Workplace >](#)

[Communication Revitalization Initiatives >](#)

[HR Data >](#)

HR Development

[HR Development >](#)

[HR Development Policy >](#)

[Training system >](#)

[Development of Personnel with Abilities to Address the Challenges of Business >](#)

[Developing the Next Generation of Group Personnel >](#)

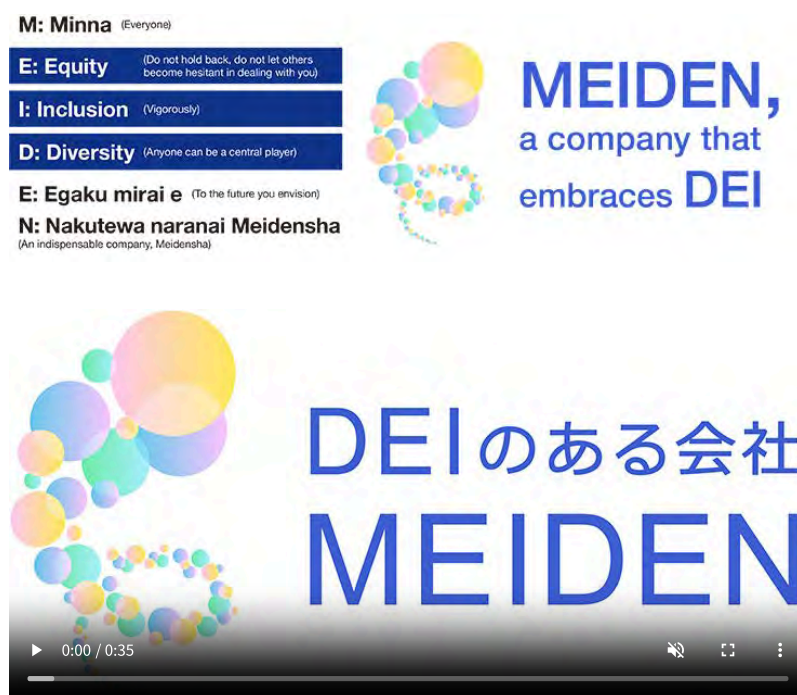
[Data >](#)

DEI (Diversity, Equity & Inclusion)

DEI (Diversity, Equity & Inclusion)

Policy

By respecting diverse personalities and providing fair opportunities, the Meiden Group works to create a workplace and culture in which all employees can work with all their heart and demonstrate their diverse and individual abilities to the maximum, and promotes DEI with the aim of being a company in which both individuals and the organization grow together.



*only Japanese

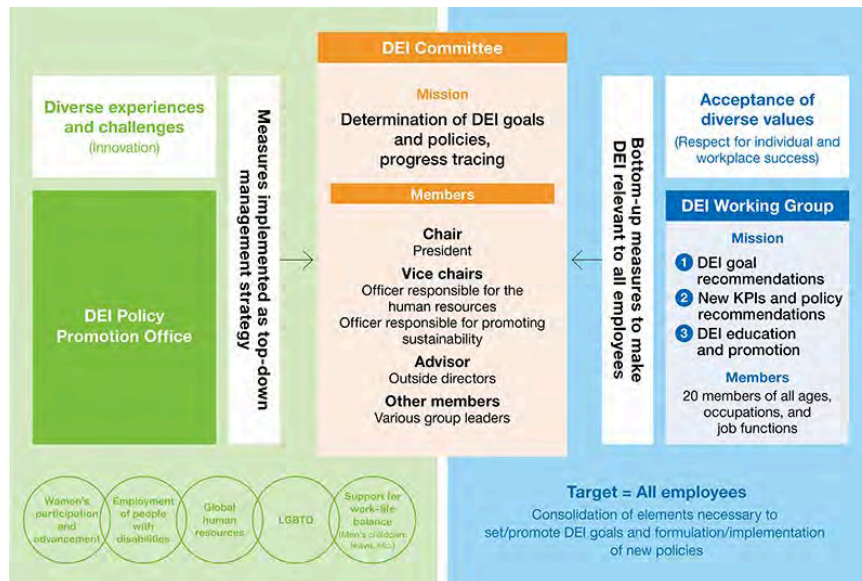
■ The Symbolism Behind the Logo

The Meiden Group's DEI logo represents the overlapping individuality of each of us in the Group and the creation of value in the form of new colors, promoting a virtuous cycle and that brings us closer to a better future.

Framework

In FY2023, in order to accelerate the promotion of DEI, we established the DEI Committee, a body that makes decisions concerning DEI policies and measures as a whole, with the company President serving as chair and the officers responsible for the human resources and promoting sustainability serving as vice chairs. In addition, we established a DEI Working Group with a diverse membership of 20 people

across all ages, occupations, and job functions to work on formulating measures to make DEI relevant to all employees. Through top-down and bottom-up approaches, we are changing employee awareness, improving creativity, and fostering an organizational and workplace culture that is rewarding and psychologically safe.



Strategy

DEI promotion road map

The Meiden Group began working for diversity in 2013. Starting with planning various programs for balancing work and childcare/nursing care, initiatives were undertaken by a working team in the human resources division until 2020. The team focused on supporting diverse work styles, work style reform, and promoting the use of human resources. We launched the Diversity Project in 2021, established the Diversity Policy Planning & Promotion Office in 2022, and renamed it the DEI Policy Promotion Office in 2023 to further accelerate the promotion of DEI as a management strategy.

	FY2013 – 2020 Diversity Team within Human Resources Division			FY2021 Diversity Project launched	FY2022 Diversity Policy Planning & Promotion Office established	FY2023 DEI Policy Promotion Office established
Organization management plan	FY2013 – FY2014 POWERS Phase III			FY2015 – FY2017 V120		
	FY2018 – FY2020 Medium-Term Management Plan 2020			FY2021 – FY2024 Medium-Term Management Plan 2024		
Initiatives	Promotion framework launched	Diversity management vision established & developed	Diversity management promoted	FY2021 KPIs set for female officers and non-Japanese presidents of local subsidiaries Specialized organization established Requirements for various elective trainings eased, D&I framework set Training given on unconscious bias Coaching training introduced for subsidiary in Thailand Internal recruiting system operated	FY2022 Cultivation of female managers Introduction of supporter officer system Establishment of "five strategic pillars," incorporating DEI into business strategy Inclusion index introduced Understanding of LGBTQ encouraged	FY2023-2024 Transformation into organization that leverages the individual DEI Committee Prompt measures with establishment of DEI Working Team, new KPIs introduced Goals finalized and disclosed Definitions finalized and disclosed
External evaluation	Earned Eruboshi Stage 3			Earned Platinum Kurumin (highest level)	Earned Gold award from Pride Index FY2022-2023	
Phase	Phase 1 Balancing work and childcare/nursing care	Phase 2 Act on Promotion of Women's Participation and Advancement in the Workplace, Act on Advancement of Measures to Support Raising Next-Generation Children, Act on Stabilization of Employment of Elderly Persons		Phase 3 From promoting women's participation to promoting D&I	Phase 4 Promoting DEI as a management strategy	

Seminar on Unconscious Bias

Many respondents to an FY2021 employee questionnaire listed unconscious bias as a factor impeding diversity. In January 2023, we held another seminar on the topic conducted by an outside lecturer after doing the same in 2022. On the day of the seminar, the more than 300 participants, including managers as well as presidents of domestic subsidiaries and affiliates, learned that knowing about, recognizing, and dealing with unconscious bias can help establish an organization where each individual can play an active role.

In FY2024, we will again hold a seminar on unconscious bias to create an organization and further foster a culture that accepts diverse human resources and allows all employees to play an active role.

Creating an Opportunity to Exemplify DEI (Stimulating Communication)

In FY2023, the DEI Working Group took the lead in organizing a lunchtime event, the “DEI MeetUP!,” to exemplify psychological safety and communication across departments and job functions. The event was held at each business location, and the variety of discussion topics included hobbies that go beyond work, promoting understanding of various personnel and benefit programs, and frank conversations with executives. Over 600 Group employees participated



Promotion of Participation by Female Personnel

Meidensha was evaluated for promoting women’s participation and advancement, and in November 2017, for the first time in the heavy electric machinery industry, we earned the top Stage 3 “Eruboshi” certification by the Minister of Health, Labour and Welfare.

In March 2021, we were granted Kurumin certification, as well as Platinum Kurumin, which is granted to companies that conduct higher-level initiatives as companies that excel in providing childcare support, by the Minister of Health, Labour and Welfare.

As of now, we have formulated action plans in line with the purpose of the Act on Promotion of Women’s Participation and Advancement in the Workplace and are implementing step-by-step measures by job level for women from recruitment through to the young and mid-career classes and management-level class. We are also actively taking steps to encourage male employees to take childcare leave.



Eruboshi



Platinum Kurumin

Action Plan and System to Balance Work and Childcare/Nursing Care Based on the Act on the Promotion of Women's Participation and Advancement in the Workplace

■ Increasing the proportion of female new graduates hired

Issues for the Company	Enhanced hiring of female new graduates to foster the next generation of managers
Targets	Proportion of female new graduates hired <ul style="list-style-type: none"> Continuation of 50% of general administrative hires Achievement of 20% of general technical hires
Content of initiatives	We will endeavor to provide more media contents and hold seminars for women, in order to enable women to form a clear career plan at the Company.
Time of initiatives	April 1, 2022 to March 31, 2025

■ Increasing the percentage of female managers

Issues for the Company	Continuous appointment of diverse human resources
Targets	Percentage of female managers <ul style="list-style-type: none"> Target for FY2030: 12% <p>*This is about three times the percentage in FY2022 (4.1%)</p>
Content of initiatives	<ul style="list-style-type: none"> Assign human resources to different industries and use trainings at external organizations to enhance experience Conduct detailed interviews to raise awareness of management and establish the mindset among relevant employees Use a supporting officer system to systematically train and assign young and mid-career employees
Time of initiatives	April 1, 2022 – March 31, 2030

■ Female officer appointment target

Issues for the Company	Development of diverse human resources at the management level
Targets	Female officer class (number of inside officers) <ul style="list-style-type: none"> FY2024: At least 1 FY2030: At least 3 (of which, at least 1 executive officer)
Content of initiatives	<ul style="list-style-type: none"> Create opportunities to improve competencies and skills through top management training at external institutions Expand experience through transfer or assignment to other divisions Foster self-motivation through interviews with officers
Time of initiatives	April 1, 2021 – March 31, 2030

■ Promoting utilization of childcare leave by employees

Issues for the Company	Increased rate of utilization of childcare leave by male employees
Targets	Achievement of childcare leave utilization rate of 100% by both men and women
Content of initiatives	We will notify employees of systems and promote understanding of superiors in the workplace in order to increase the childcare leave utilization rate.
Time of initiatives	April 1, 2022 to March 31, 2025

Work-Life Balance Support System

- Up to 2 years of unpaid childcare leave (can be used even if the child is enrolled at a childcare center)
- Paid maternity leave

- System for shorter working hours during pregnancy
- System to support early return to work after unpaid childcare leave (additional annual leave)
- Payment of transportation costs to childcare center
- System for shorter working hours during nursing care for as long as the care is required (4-day work week is possible)
- System for up to 730 days of unpaid nursing care leave
- Expanded system to take leave for infertility treatment and system of shorter work hours for employees receiving infertility treatment
- Tie-up with company-operated childcare center
- Expanded welfare service menu (support for unauthorized childcare center fees and expanded nursing care services, etc.)
- Short-term leave system to promote childcare leave for men (1 month paid)
- Special leave to promote participation in childcare for men (spouse maternity leave)
- Support for temporary childcare services (assistance with subsidies for day care center fees, etc.)

[Introduction of Mandatory Retirement at Age of 65 and System to Extend Employment to Age of 75](#)

In April 2020, Meidensha raised the mandatory retirement age from 60 to 65 years of age for all employees. We have also raised the level of remuneration so that older employees can enjoy about the same level of remuneration as when they were 60 years of age, depending on performance, in order to facilitate more meaningful work for experienced senior employees.

In addition, we have established a dispatch company (MEIDEN MASTER PARTNERS CORPORATION) to promote flexible workstyles to senior employees. For employees who wish to work reduced days/hours, we have established a system that allows them to transfer to Meiden Master Partners and work as temporary employees at our office. We hope to promote successor development, improve quality, and enhance customer service by leveraging the knowledge and experience of senior employees more so than in the past.

In January 2017, we introduced an “Elder System” that allows employees to work from the age of 65 to a maximum of 70, and in October 2020, we raised the maximum age to 75.

Under this system, employees can continue to work after the age of 65 if they meet certain conditions, and veterans who have once retired can be rehired.

[Senior employment system](#)

- September 2001: Introduction of the extended employment system
- April 2006: Introduction of the re-employment system
- April 2013: Revision of the re-employment system (extended to all employees who apply)
- January 2017: Introduction of the elder system

- April 2020: Raised the mandatory retirement age from 60 to 65 years of age
- October 2020: Revised the elder system (made it possible to work up the age of 75)



Initiatives to Employ People with Disabilities

We established the special subsidiary company, MEIDEN UNIVERSAL SERVICE LTD., in order to create opportunities for people with intellectual disabilities to work, and thereafter we have been expanding the scope of employment at each manufacturing facility through branch deployment, etc. In 2015, MEIDEN UNIVERSAL SERVICE LTD. received a commendation from the governor of Gunma Prefecture as a “business of excellence for the employment of people with disabilities in Gunma Prefecture” for its contributions to employment and occupational independence for people with disabilities over many years.

In order to expand the number of workplaces accepting people with disabilities and strengthen the support system, since FY2023 we have been working to create an environment that lets each person make the most of their strengths, such as training people to serve as supporters of people with disabilities in the workplace.

Ratio of Employees with Disabilities

Item	June, 2018	June, 2019	June, 2020	June, 2021	June, 2022	June, 2023
Ratio of Employees with Disabilities (%)	2.24	2.42	2.50	2.46	2.42	2.57
Statutory Employment Rate (%)	2.2	2.2	2.2	2.3	2.3	2.3

* Scope: Meidensha + special subsidiary company until FY2022; Meidensha + special subsidiary company + Meiden Master Partners in FY2023 and beyond

Initiative to promote understanding of LGBTQ

The Meiden Group includes correctly understanding LGBTQ people as part of the basic policy on the promotion of understanding of sexual minorities (LGBTQ), and is promoting the creation of an environment in which the sexuality and individuality of all people is respected, and each employee is able to maximize their abilities and participate.

To date, we have issued the Meiden Group Human Rights Policy and along with that, eliminated the question about gender on employment entry sheets, provided basic training on LGBTQ issues (with over 1,200 participants), established an LGBTQ consultation



service, and distributed ally stickers. We also treat employees' de facto marriages (including same-sex marriages) the same as legal marriages per the Meiden partnership system, and allow employees to identify as a gender that may be different from what is shown on their family register.

In recognition of these efforts, for the second year in a row we earned the highest rating of Gold in PRIDE Index 2023, a program of an organization called "work with Pride" that evaluates efforts to promote understanding of the LGBTQ+ population and other sexual minorities.

We will continue to spread correct knowledge and understanding of diverse sexualities, ensure that prejudice, discrimination, and harassment based on sexual orientation and gender identity are prevented, and foster a workplace culture that enables all employees including LGBTQ members to work enthusiastically and maximize their abilities.

Enabling Global Human Resources to Participate Actively

As an aspect of our effort to promote DEI, the Meiden Group employs people irrespective of nationality, and non-Japanese employees are active in various fields and occupations after joining the company. We also take account of religious considerations (for example, providing prayer space) and support non-Japanese employees in various ways so that they can get used to work and life in Japan as soon as possible. We also appoint their training personnel individually and provide various kinds of support to each employee to help improve their work skills.

To further grow our business overseas, moreover, we believe it essential to appoint local staff to the role of president at local subsidiaries. To develop candidates for this role, we are cultivating a management mindset through periodic interviews of management candidates by the responsible officers of each company. Along with this, we run coaching programs to enhance the management skills of candidates for management.

Non-Japanese Employees Appointed to Management (Entire Group)

	Target	FY2023
Non-Japanese presidents of local subsidiaries	FY2024: At least 3 FY2030: At least 5 (of which, at least 1 executive officer)	2

Labor Practices

Policy

Basic HR Management Philosophy

As issues facing our customers and society as a whole become increasingly complicated and unclear, it is important to have personnel with the abilities to think flexibly and act courageously, creating the value necessary to solve these issues in order to enhance corporate competitiveness. For this reason, we are determined to achieve sustainable growth by focusing on employing and developing competent personnel and creating an environment where each person can derive pride and fulfillment from their work.

In order for employees to maximize their individual strengths, it is important to create a workplace in which a diverse range of employees are given fair opportunities and can participate with a healthy mind and body. Specifically, by engaging as a group in initiatives such as achieving a work-life balance, and improving occupational health and safety, we will enhance the corporate value for the entire group.

Labor Practices Policy

Employment Policy

We are creating an employment framework that enables a diverse range of employees to maximize their potential, irrespective of attributes such as age, gender, nationality, religion, sexual orientation, or disability. We are reviewing our DEI education at all levels, evaluating human resource management systems and evaluation systems that can shape careers, and creating an environment where each employee can express their individuality.

Policy and Initiatives

Ensuring Fair and Impartial Evaluation and Treatment

Meidensha conducts evaluation of results and roles as part of an HR treatment system that places weight on the results of both executives and regular employees in order to reform and enhance corporate character, with the key word of professional development. Therefore, we have introduced management by objectives as a process to ensure that results are reflected in impartial treatment of employees. We hold discussions to mutually confirm objectives and results indicators, etc., between superiors and

subordinates through objective-setting interviews and objective management results interviews to ensure that there is no discrepancy in expected results.

Furthermore, we disclose our evaluation standards through the Company’s intranet and the explanatory leaflet issued by the trade union, we periodically hold evaluation feedback interviews for all employees that are subject to evaluation, and we focus on developing and fostering the abilities of individuals. Evaluator training for new managers includes evaluation and meeting exercises to ensure impartial evaluations and treatment of employees. In addition to providing a complete understanding of the evaluator’s role in the HR system and how to prevent errors during evaluation, the training addresses the critical importance of communication between supervisors and their teams.

Work Style Reform

Rolling Out “Smart Work 2024” — Toward improved work efficiency and productivity —

The Meiden Group promotes reduction of work outside of regular hours and taking leave as an important management issue. We are rolling out Smart Work, which promotes reduction of annual working hours. In FY2021, we considered the creation of a comfortable working environment for employees, and promoted communication through a hybrid office/remote work model, and the introduction of a flex-time system and shared offices, etc., based on the opinions of the employee survey and the working group, as part of the Professional Development & Diversity Promotion Project. In addition, we are making work styles more flexible and consistent with actual conditions. For example, in FY2022, we transitioned to a hybrid work system that allows employees to decide the number of days they will come to the office or work remotely, in keeping with their departments’ policies. Furthermore, we arranged our internal systems environment and made work efficiency and productivity improvements to enable workers to perform the same functions remotely as they can in the office. We have also introduced a system of shortened working days and hours to enable a balance of work and treatment of illnesses and are reviewing our HR system to enable all employees, not just those providing childcare or nursing care, to stay employed longer at Meidensha with peace of mind. Going forward, we will continue to realize improved work efficiency and productivity by promoting flexible work-styles and digital transformation for all companies.

Vision and Target Values of “Smart Work 2024”

We will realize work styles based on legal compliance by reviewing and improving the work style itself, and eliminating working on holidays and overtime on weekdays.

	People worked overtime >80 h/month	Average hours of overtime	Total actual working hours per year
FY2024 targets	Achieved Zero	19 hours/person-month	Under 1,800 hours/person

* Average overtime hours, and total actual working hours per year are the average figure per person at Meidensha and Meiden Engineering

Total actual working hours per year

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total actual working hours per year	2,027 hours/year	1,985 hours/year	1,990 hours/year	1,977 hours/year	1,959 hours/year	1,961 hours/year

* Average figure per person at Meidensha and Meiden Engineering

Promoting Flexible Work Styles (Establishment of Satellite Offices)

In our Smart Work initiatives, we have been focusing on implementing strategies to improve productivity and realize a positive workplace environment.

- September 2018: Opened satellite office at Numazu Works
- August 2019: Complete renovation of Meiden Plaza at Headquarters
- March 2020: Opened Relaffice (“relax” + “office”) at Meiden R&D Center
- 2021: Updated satellite office at Nagoya Works



Meiden Plaza at Headquarters. The layout is easy to use by both individuals and groups.



Satellite office at Nagoya Works. The interior offers a colorful space and seating of various types.

Creating a Fulfilling Workplace

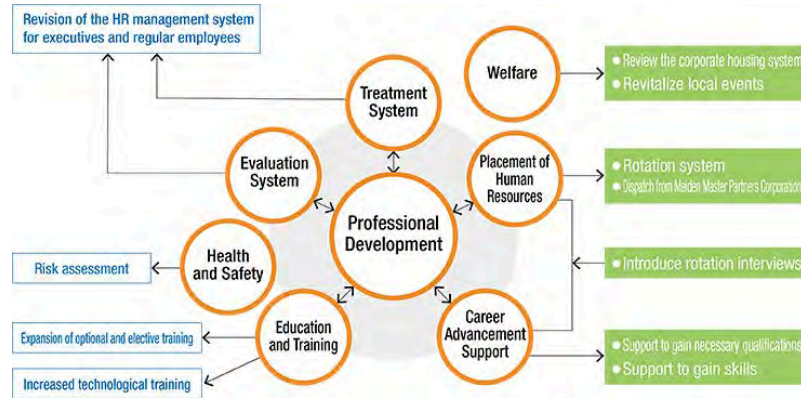
Personnel Treatment System

In April 2015, we revised our personnel treatment system for general employees to give employees an incentive to contribute to the Company and to further improve their motivation. The system aims to operate personnel treatment that can reward employees with higher contributions, by balancing the "role" and "contribution" of employees, with a system that allows multi-truck type qualification and treatment according to their degree of contribution.

Furthermore, in order to be able to respond to a diversity of work style, it is also a system that allows both executives and general employees can work in a limited area.

In FY2024, we revised our executive personnel treatment system to better achieve fairness and impartiality according to employees' abilities and roles.

Diagram of the Personnel Treatment System



Major Initiatives

1. MBO Performance Measuring System	In order to ensure high evaluation transparency, we use the MBO (management by objectives) performance measuring system coordinated with MAP activities*. * Meidensha's reform and improvement activities (MAP = Meiden Advantage Program)
2. Self-Reporting System	The self-reporting system helps employees develop personal talent and form career plans.
3. Meister Program	We operate a Meister system that specially treats employees who contribute to the Company with outstanding skills as highly specialized professionals. We have certified 23 certified personnel as Meisters from 2008 to 2022.
4. Job Rotation System	We have adopted a job rotation program to develop the abilities of our young employees. In October 2023, we launched an internal internship system where employees would work for a set period in another business unit in order to expand their perspectives, gain new knowledge, and experience opportunities to consider the suitability of other careers.

Ensuring a Complete Welfare System to Support the Lifestyles of Employees and Help Them to Refresh

1. Housing Lease System

We have a housing lease system that caters to people at all stages of life, from single dormitories for people that have newly joined the company through to family housing and houses for married couples. In addition, we offer full support systems for transferees in order to relieve any strain placed on them, including a system of providing assistance to rent appliances in addition to leasing corporate housing.

We revised the system in October 2023 in order to increase the number of units and better meet the diverse needs of our employee base. We also revised housing payments to reduce the amount borne by individuals, provide fair payments for family housing costs from transfers or marriages, and lower the financial burden brought about by the need for two residences for people living away from their family for work.

2. Welfare Service

We have introduced a general welfare service as a system to meet the diversifying needs of employees. As a perk unique to Meidensha, we offer a menu of options that enhance leisure time for the purpose of family travel or just taking a break, such as tickets for lodging and popular theme parks and company assistance for specific services like childcare and nursing care. We aim to further enhance our programs, for example by offering a menu of options to support work-life balance.

We revised the system in October 2023. Younger employees (those under 32 not eligible for dormitories or single housing units) are now awarded points that can be used for all welfare services and are encouraged to use them for personal development, such as purchasing books or taking classes.

3. Cultural Events and Club Activities

Various cultural/sport events are planned and held at each business office or sites for the purpose of employee interaction, refreshment, and overcome lack of exercise. Sports events held on holidays, such as sports festivals, provide opportunities for employees and their families to socialize, and they have become regular events each year.

In FY2020, amid the COVID-19 pandemic, we collected photographs with messages written by employees, a theme song based video message to invigorate the Meiden Group, and posted it on the internal portal site, as part of an initiative for employees to encourage each other. In FY2020 and FY2021, in the midst of the COVID-19 pandemic, we held a remote riddle-solving event and an online sports festival as events for employees to have a good time together and cooperate.

In FY2022, we held our first in-person event in three years in the Headquarters area, a softball tournament that attracted over 300 participants. Our FY2023 bowling meetup was attended by more than 160 employees. At both events, people enjoyed solidifying friendships with colleagues they had not seen in person in a long while.

In addition, there are various other Company-endorsed cultural and athletic clubs that promote communication among employees beyond individual workplaces and age groups.



Meiden Group Sports Festival



Online Field Day



Soft tennis club event



Cultural club event



Walking event



Softball tournament

Communication Revitalization Initiatives

Industrial relations

Meidensha has concluded a labor agreement with the Meidensha Union and we periodically exchange opinions and conduct consultations about management policies, business conditions, and the working conditions of employees at the Central Management Conference and the Central Staff Gathering. We are promoting the creation of an environment where employees can securely work without interruption because labor and management respect each other's positions and sincerely engage in dialog.

The Labor-Management Consideration Committee was formed in April 2022 and considers revisions to the personnel treatment system and the welfare system.

Additionally, though not explicitly required in labor agreements, etc., Meidensha discusses and negotiates notifications of job reassignments and transfers so that the labor union has sufficient time to explain these to employees. That period of time varies depending on the nature of the change.

Employee Awareness Survey

We conduct an annual employee awareness survey for all employees. Each year, the response rate is close to 95%, demonstrating how much our employees value the survey. The survey begins with "vision," "motivation," "corporate climate," "workplace environment," "systems," and "personnel deployment." The purpose of the survey is to statistically understand how employees feel about their work, treatment conditions, and other general company-related information. In addition to the numerical results of the survey, we also draft various measures and initiatives based on honest opinions written by employees in the free description section, and use them in future measures aimed at increasing both company and employee satisfaction. We further hold workshops for the head of each business unit and provide feedback and opportunities for discussion of results. Information gained from survey results and exchanges of opinion is reflected in the following year's business unit targets.

HR Data

Basic Data

Employees (only Meidensha)

		Units	FY2021	FY2022	FY2023
Number of employees (non-consolidated)	Male	People	3,431	3,425	3,458
	Female	People	596	614	665
	Total	People	4,027	4,039	4,123
Domestic subsidiaries	Male	People	3,242	3,287	3,210
	Female	People	484	494	480
	Total	People	3,726	3,781	3,690
Overseas subsidiaries	Male	People	1,733	1,595	1,609
	Female	People	437	401	388
	Total	People	2,170	1,996	1,997
Number of consolidated employees*1	Male	People	8,406	8,307	8,277
	Female	People	1,517	1,509	1,533
	Total	People	9,923	9,816	9,810
Number of foreign employees (non-consolidated)	Male	People	19	25	21
	Female	People	10	10	12
	Total	People	29	35	33
Domestic subsidiaries Number of foreign employees	Male	People	10	16	17
	Female	People	2	3	3
	Total	People	12	19	20
Overseas subsidiaries Number of foreign employees	Male	People	1597	1460	1486
	Female	People	434	399	386
	Total	People	2031	1859	1872
Number of foreign consolidated employees*1	Male	People	1,626	1,501	1,524
	Female	People	446	412	401
	Total	People	2,072	1,913	1,925
Proportion of all employees accounted for by contractors and temporary workers		%	14.3	13.5	12.9
Average age*2	Male	Age	43.1	43.3	43.6
	Female	Age	43.1	42.8	42.4
	Total	Age	43.1	43.3	43.4
Years of employment	Male	Years	18.8	19.0	19.1
	Female	Years	19.7	19.1	18.3
	Total	Years	18.9	19.0	18.9
Number of managers*2	Male	People	985	968	967
	Female	People	45	51	49

		Units	FY2021	FY2022	FY2023
	Foreigners	People	5	5	4
Managers of level of general manager or above ^{*2}	Male	People	215	201	204
	Female	People	4	4	4
	Foreigners	People	0	0	0
For reference: Number of management personnel	Male	People	672	680	693
	Female	People	25	29	37
	Total	People	697	709	730
Officers ^{*2}	Male	People	34	36	37
	Female	People	1	1	1
	Foreigners	People	0	0	0
Executive officers ^{*2}	Male	People	25	30	31
	Female	People	0	0	0
	Foreigners	People	0	0	0
Proportion of women ^{*2}	Managers ^{*3}	%	4.37	5.00	4.82
	Management positions	%	3.6	4.1	5.1
	Managers of level of general manager or above	%	1.83	1.95	1.92
	Officers	%	2.86	2.70	2.63
	Executive officers	%	0	0	0
Number of overseas local CEOs ^{*1}		People	0	1	2
Number of people with disabilities employed (legal count) ^{*4 *5}		People	107	115	112
Number of employees with disabilities (actual) ^{*4}		People	75	82	117
Rate of employment of people with disabilities ^{*4 *5}		%	2.46	2.42	2.57
Legally mandated percentage of employees with disabilities		%	2.3	2.3	2.3
Number of employees leaving the company (voluntary)	Male	People	69	69	107
	Female	People	11	20	21
	Total	People	80	89	128
Rate of employees leaving the company (voluntary) ^{*6}	Male	%	2.0	2.0	3.1
	Female	%	1.8	3.2	3.2
	Total	%	2.0	2.2	3.1
Rate of union membership		%	65.2	65.3	64.4
Annual average salary		Yen	7,368,835	7,428,633	7,351,896

*1 Applicable organizations: The Meiden Group

*2 As of March each year

*3 Number of female managers are divided by number of total managers.

*4 Applicable organizations: Meidensha and special subsidiaries up to FY2022. From FY2023 onwards, Meidensha, special subsidiaries, and Meiden Master Partners

*5 The number was calculated in consideration of those with severe disabilities, etc.

*6 Ratio of employees leaving the company is calculated as follows: Number of people that have voluntarily left their position in the last fiscal year as of the end of each fiscal year/number of employees as of April 1 each fiscal year

Number of Employees by Age (only Meidensha) (as of March 31, 2024)

	Male	Female	Total
Under 30	621	167	788
30-39	688	82	770
40-49	641	131	772
50-59	1,146	243	1,389
60 or over	362	42	404

Graduate Recruits (only Meidensha)

	University graduate			Technical college graduates	Junior college/vocational school graduates	High school graduates/other	Total
	Male	Female	Total				
Joined April 2017	54	14	68	6	0	29	103
Joined April 2018	54	11	65	5	0	27	97
Joined April 2019	60	15	75	5	0	47	127
Joined April 2020	52	16	68	6	3	32	109
Joined April 2021	55	14	69	4	5	42	120
Joined April 2022	56	19	75	5	5	38	123
Joined April 2023	53	23	76	5	9	27	117

*Graduates includes those who have completed a degree at a graduate school or an advanced course at a technical college.

Mid-Career Hires (only Meidensha)

	University graduate			Other		Total
	Male	Female	Total	Male	Female	
2016.4 – 2017.3	26	2	28	5	1	34
2017.4 – 2018.3	29	3	32	2	5	39
2018.4 – 2019.3	28	4	32	24	7	63
2019.4 – 2020.3	45	1	46	12	1	59
2020.4 – 2021.3	40	4	44	10	3	57
2021.4 – 2022.3	29	2	31	14	2	47
2022.4 – 2023.3	39	7	46	6	3	55
2023.4 – 2024.3	22	7	29	12	8	49

* Graduates includes those who have completed a degree at a graduate school or an advanced course at a technical college.

Work Style-Related (only Meidensha)

		Units	FY2021	FY2022	FY2023
Employee engagement (eNPS rate)	Actual score* ¹	%	-63.6	-65.0	-66.2
	Success rate (vs FY2021)	%	-	-1.4	-2.6
People taking maternity leave* ²		People	12	17	12
Male employees whose spouses gave birth during the current fiscal year Female employees who gave birth during the current fiscal year	Male	People	90	101	85
	Female	People	11	18	10
	Total	People	101	119	95
People who took parental leave* ¹	Male* ³	People	7	14	25
	(within 1 week)* ⁴		29	57	50
	Female* ⁵	People	11	18	12
	Total	People	47	89	87
Rate of People who took parental leave	Male	%	40	70	88
	Female	%	100	100	120
	Total	%	47	75	92
Rate of return after leave of absence for child care purposes	Male* ⁶	%	100	100	100
	Female	%	100	100	83
	Total	%	100	100	96
People taking family care leave* ⁷		People	1	3	1
Average days of paid leave allocated		Days	23	23	23
Average days of paid leave taken* ⁸		Days	17	18	17
Rate of taking paid leave		%	72	78	74
Average total hours worked per year* ⁹		hours/year/person	1,970	1,957	1,954

¹ eNPS applies to Meidensha and Meiden Engineering. Target values listed in the 2024 Mid-Term Management Plan are: eNPS (employee NPS) 10% improvement in FY2024 vs FY2021 (-63.6% → -53.6%)

*² Number of female employees who began accruing maternity leave during the fiscal year

*³ Number of male employees who began paternal leave during the fiscal year (except short-term leave)

*⁴ Number of male employees accruing special leave (partner giving birth) or short-term leave (accumulated leave) during the fiscal year

*⁵ Number of employees who began paternal leave during the fiscal year

*⁶ Except those accruing leave to raise children

*⁷ Number of employees who began family care leave during the fiscal year

*⁸ Average number of days of paid leave in Meidensha (hourly managers only)

*⁹ Cumulative number of hours worked in Meidensha alone (hourly managers only)

The total number of hours worked during the year is the total number of hours worked as calculated by adding together scheduled working hours and overtime and then subtracting hours of paid leave during said year.

Proportion of Employees that Underwent a Periodic Review of Results and Career Development (only Meidensha)

		Units	FY2021	FY2022	FY2023
Proportion of employees that receive feedback interviews	Male	%	93.9	94.8	92.8
	Female	%	94.7	96.0	95.5
	Total	%	95.3	94.0	93.2
	Managers	%	95.6	93.6	89.9
	Regular employees	%	93.5	93.9	94.2
	Total	%	95.3	94.0	93.2

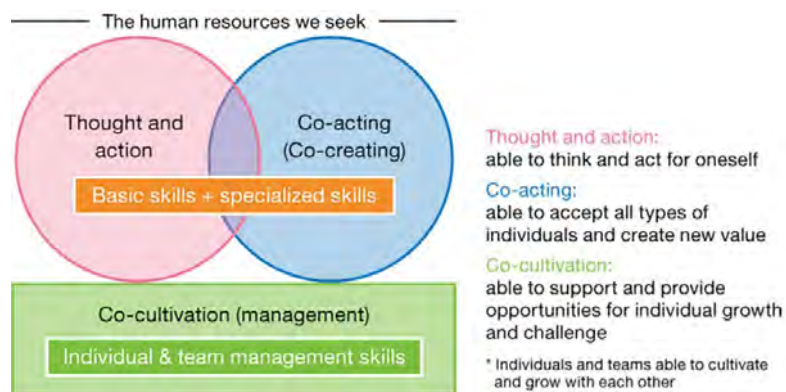
HR Development

As society matures, people’s values are diversifying and the forms of happiness they seek and the ways they work are changing. At the Meiden Group, we see our Employees as human capital. To maximize its corporate performance, the Group works to enhance each employee’s abilities (A) and motivation (M), as well as create opportunities (O) and environments where all employees can play an active role. This AMO framework is the basis of the Meiden Group’s thinking about human capital.

Policy

HR Development Policy

Enhance the training system to increase self-driven initiatives and reduce top-down directives, with the aim of developing human resources with the autonomy to think and act on their own.



Plan and Targets

We conduct numerous training programs to encourage employee growth in the different aspects of their lives: as an employee, a member of society, and a professional.

The Medium-Term Management Plan 2024 aims to strengthen human capital in conjunction with sustainability management, and will focus on further human resource development so that diverse human resources can accept each other's individuality and make the most of their abilities. As part of this, we are promoting growth through opportunities to work with diverse personnel, such as coaching programs at overseas subsidiaries, a foreign trainee system, and an overseas assignment system.

We are also enhancing our innovation education so that employees have the creativity and drive to try new things without being trapped by conventional ideas and methods, and fostering an environment conducive to innovation. For example, we create opportunities for employees to challenge themselves and play an active role in the creation and launching of new businesses as a member of the Business Development Division.

Training system

		Organizational strengthening			Self-Development	Career Formation			DX / ICT	Technical education				
		For all employees	For career-track employees	For technical employees		Selected Training	Challenge/ experience	Career training		Electricity	Product	Intellectual Property	Standards	QC
Officers	Management Level IV					Board Academy								
	Management Level III					Top Management Training								
	Management Level II													
Management	Management Level I													
	Skilled Employees Level 5	Current Section Manager Training	Technical Position Intermediate Training											
Leaders	Upper Career-Track Level I	New Management/ Upper Career-Track Level I Training	Technical Position Basic Training											
	Skilled Employees Level 4 / Office Employees Level 4													
Assistant Manager	Career-Track Employees Level 5													
	Skilled Employees Level 3 / Office Employees Level 3	New Senior Staff Training	Technical Intermediate Training											
Young employees	Career-Track Employees Level 3													
	Skilled Employees Level 2 / Office Employees Level 2													
	Career-Track Employees Level 2	Second-Year Training												
	Skilled Employees Level 1 / Office Employees Level 1	New Employee Training	New Employee Technical Training											
	Career-Track Employees Level 1													

Level-Dependent Curriculum

This training facilitates understanding of the roles, abilities, and skills required for promotions and the qualifications for each ability and seamlessly integrates into real-life applicability and employee development.

Selective Program

This training hones the way of thinking, skills, and practical abilities to solve management problems with the aim of enhancing management capabilities.

Optional Program

This training teaches the knowledge and skills necessary for employees to achieve their own career goals.

Technical Training

This training teaches product knowledge according to the technical level of the employee.

Self-Development and Acquisition of Qualifications

When the prescribed correspondence course is completed, we will cover 60% of course fees or the full amount if completed with high grades.

We provide incentives for acquiring prescribed public qualifications at the time of acquisition.

Development of Personnel with Abilities to Address the Challenges of Business

Enhancing Motivation

Meidensha strives to respect individual diversity and draw out each employee's independence and motivation. To that end, we have launched "My Vision/My Challenge," an initiative for employees to reflect on their own life vision, compare it to the company's vision, and put into words what challenges they will take on in the company ("My Challenge"). In FY2022, members of upper management put their "My Vision/My Challenge" into words.

The program was expanded to executive officers and managers in FY2023 and is scheduled to include general employees in FY2024.

[My Vision/My Challenge >](#)

Individualizing Career Development

• Implementing a rotation system

We implement a rotation system for the systematic growth of young employees. Based on the rotation model, employees, offices, and HR departments share common career growth plans and use periodic meetings to enact rotation. Gaining experience in a variety of fields allows young employees to grow in the early stages of their careers and foster the motivation to pursue potential careers.

• A new internal internship system

In FY2023, we launched the internal internship system, which uses periodic exchanges with and deployments to other divisions to broaden perspectives, provide new knowledge, and allow individuals the opportunities to consider careers and which ones would suit them best.

We have also created an "Enterprising Individuals Course" with the Business Development Division to help drive innovation.

• Career consultation desk

The Group created a Career Consultation Desk in FY2022, a specialized resource for employees as values grow more diverse and employees are becoming less passive more self-reliant about their careers. Regardless of role or workplace, any Meiden Group employee can utilize the service and the array of support it offers, including career and personal advancement planning, career and skill development, and information on company systems. This allows every employee to further demonstrate their abilities and play an active role in the company.

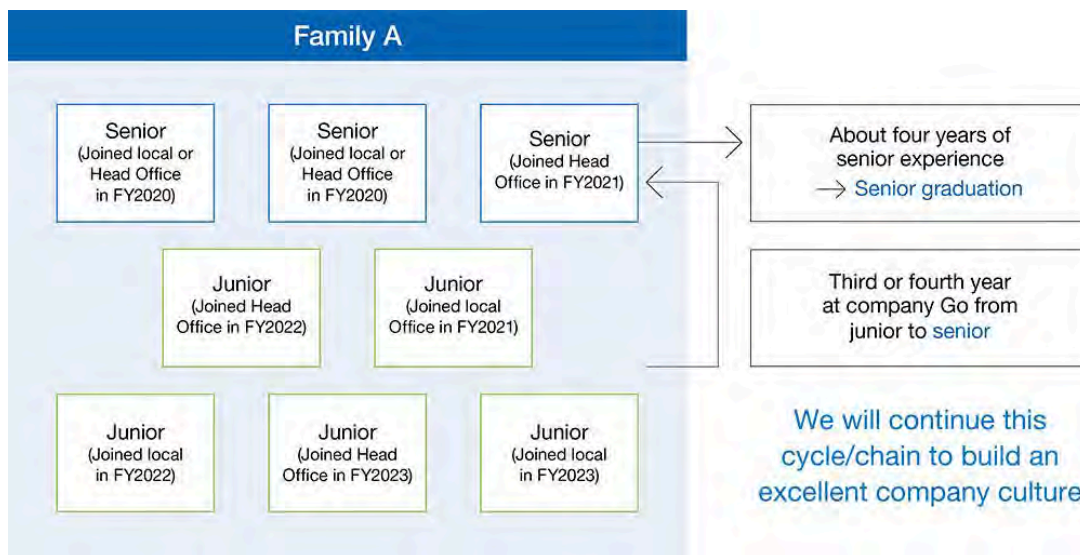
• Revitalizing the MFC Mentor System

In FY2016, we introduced the MFC mentor system for the purpose of strengthening internal connections between young employees and building an atmosphere of professional development. The MFC stands for “Meiden Family Chain” with the idea that staff would form a supportive familial bond where they would support each other like links in a chain. We refer mentors as “seniors” and mentees as “juniors.” We also have groups consisting of multiple pairs, which we call them “families,” that create bonds that go beyond divisions and business units.

Each family holds its own social events and conferences, including study sessions and events that go beyond the family group. Each year the initiative continues to become more fruitful.

Starting in FY2021, the MFC began including regional office employees in addition to Headquarter employees and now boasts over 500 members. Through such efforts, we hope to further strengthen lateral connections between younger employees.

Composition of MFC Families



• Visualizing occupational skills

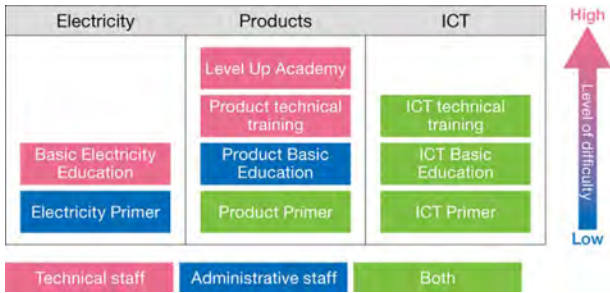
All employees can access the list of necessary sales, office, technical, and occupational skills. This helps promote study toward a desired career, managerial discussion within divisions, and lateral development and connections and also helps employees gain a clear understanding of the steps required to grow in their individual careers.

Extensive Technical and Essential Skill Education

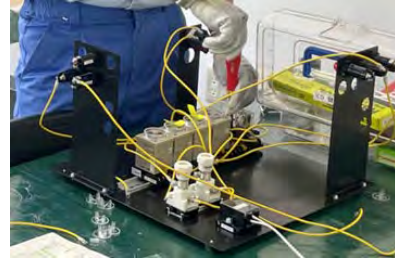
Meidensha has long provided technical training to help employees acquire specialized skills and improve their practical abilities. However, in order to strengthen the technical skills of younger employees, we have been providing training since 2018 for both technical and administrative staff to learn about electricity, which is essential for understanding Meidensha's technologies and products. In FY2019, we

added ICT training and began offering training on digital fundamentals and design thinking, the essential components of the digital literacy needed to train digital human resources. We created the “digital textbook” in FY2022 and intensified the following initiatives in FY2023.

- (1) Creating and publicizing technical education videos on electronics and products
- (2) Offering practical training on electronic control circuits



Overview of the technical education system



An example of practical training on electronic control circuits

The following training is scheduled for FY2024:

- (1) Digital literacy education
- (2) Rank-specific training for technical employees (factories)



Employees in a VR technical education session

Acquisition and Transmission of Techniques and Skills

The technical training center Manabi-ya, located at the Numazu Works, is intended for the early development of engineers and the passing on of technology and skills. It provides technical and skills training, led mainly by experienced employees, and programs for the systematic training of engineers and raising the level of their work. Maintenance engineers in particular study for one year at the technical training center to learn maintenance skills.



Technical training center (Manabi-ya) (opened in October 2020)



Practical training

Developing the Next Generation of Group Personnel

Systematic Development of Management Personnel

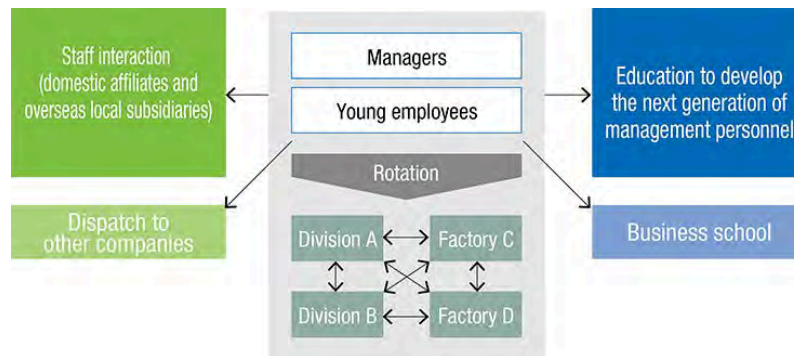
We offer the Career Development Management Program, a new training program to systematically and strategically develop the next generation of personnel.

We aim to develop personnel that can think and act with a broad perspective and outlook that exceed the bounds of their own areas of specialty and roles by selecting and recruiting young and mid-level personnel to attend business school and engage in professional exchange with people outside of their own business divisions, factories, and business units, engage in personal exchange with overseas subsidiaries and Japanese subsidiaries, and engage in cultural exchange through placement outside of the Group and at government institutions, etc.

We have also newly added a young employee program to selective training in order to systematically develop the next generation of management personnel for the medium to long term.

In addition, by introducing the Innovation Professional Development Program for the next generation of management and having them experience different fields with various human resources development measures, we aim to enhance their creativity by helping trainees absorb a variety of knowledge and broaden their experience, as well as to foster an innovation mindset.

Systematic Development of Management Personnel



We also train the general managers of each business on the knowledge and skills they need in the current management environment. These include finance and accounting training, which is essential for accurate decision-making, and training in unconscious bias, psychological safety, and anger management as part of promoting DEI. We also send general managers to outside seminars to build up their organizational capabilities.

Local Staff Development

Since FY2018, the Meiden Group has been conducting a Japanese study abroad program for local staff (employees of overseas subsidiaries) to promote communication between Meidensha management groups, improve preparedness to take on leadership roles and the knowledge necessary for top management positions in the Meiden Group, and develop personnel who are candidates for leadership

positions at overseas subsidiaries. Since FY2021, training that aligns with the issues and demands of each local business has been conducted, with Thai Meidensha Co., Ltd. engaging in coaching programs for organizational development, while joint training programs in China have been organized between multiple regional businesses and the primary business planning department. Meiden Singapore Pte. Ltd. –primarily focused on the ASEAN region– and Meiden America Inc. have created new career paths to detail ways to create candidates for executive positions from local staff, conducted town-hall style meetings to inform and execute plans, and have helped solidify the mindset of local staff. We are building upon and expanding these successes to other local businesses to develop local executives at overseas subsidiaries.

Technician interns and technician trainees from overseas subsidiaries also receive training in Japan to increase the ability of engineers in local business and improve the competitiveness of the Meiden Group. We expect that they will utilize their new skills upon returning to their home countries and improve product quality, technical know-how, and communication.

Results Data

Data

Number of Participants in Each Type of Training

(Total participants)

Training Type	FY2020	FY2021	FY2022	FY2023
Hierarchical program	2,463	2,569	2,672	2,598
Selective program	130	135	136	136
Optional program	147	409	2,357	1,817
Technical training	1,090	1,603	1,255	1,247
Education conducted by departments	7,111	10,096	25,125	31,692
Total	10,941	14,812	31,545	37,490

Data Concerning Professional Development

Item	FY2020	FY2021	FY2022	FY2023
Total expenses of education and training*1	114,500,000 yen	133,428,000 yen	151,648,000 yen	168,152,000 yen
Total expenses of education and training*2	51,583 hours	56,050 hours	78,686 hours	75,587 hours

*1 Company-wide total, including expenses for training conducted by each department. Excludes personnel expenses for trainers and management and administrative expenses for training facilities, etc.

*2 Training days x designated work hours x number of participants (training conducted by the HR Department. Excludes OJT and remote training).