

Special Feature 2

Providing a Pleasant Workplace Environment: Transforming Work Styles

Among the corporate values stated in the Shinko Way, the Shinko Group has declared that it will “create a dynamic corporate culture that promotes a balance between employees’ personal and professional lives.” Amid the continuing decline in the labor force and significant changes in the Company’s operating environment, the development of a workplace environment where employees can choose diverse and flexible work styles suited to their stage in life and the boosting of productivity have become pressing issues. Accordingly, Shinko is focusing on transforming work styles in pursuit of corporate development and growth as well as healthy, fulfilling lives for each and every employee.

Joint Labor-Management Declaration

In April 2017, we established a Labor-Management Council on Transforming Work Styles and affirmed that labor and management would work together to transform work styles.

Later, after discussions between labor and management, the leadership announced a Joint Labor-Management Declaration on Transforming Work Styles in July 2017. The Shinko Group is now working as one to implement and achieve “work styles that do not take long hours as a given” and “diverse and flexible work styles.”



Joint Labor-Management Declaration on Transforming Work Styles

SHINKO ELECTRIC INDUSTRIES CO., LTD. is determined to contribute to the realization of a safe, secure and comfortable society as a company that provides total solutions in semiconductor post-processing. Toward this end, we will ensure the health and safety of all employees, who are the source of value creation, and will work to transform work styles, as outlined below, with the aims of creating an environment where all employees can maximize their abilities and fostering a corporate culture that respects diversity and supports growth.

July 31, 2017

Noriyuki Toyoki, Chairman and President, SHINKO ELECTRIC INDUSTRIES CO., LTD.
Masakazu Koike, President, SHINKO ELECTRIC WORKERS UNION

Policy

- We will work at **Transforming Work Styles** by encouraging all employees to transform their mindset, rather than adhere to conventional practices, in pursuit of a balance between corporate development and growth and healthy, fulfilling lives for each and every employee.
- In carrying out **Transforming Work Styles**, we will **take the dual approach of “increasing productivity” and “achieving work-life balance”** and aim to create a dynamic corporate culture and establish workplace environments that are accepting of diversity and pleasant for all.
- We will make **Transforming Work Styles** one of the most important issues for management and carry out united initiatives for its realization.

FY2017 Initiatives

◆ Initiatives related to overtime work

(1) Lowering the limit on overtime work

- As a general rule, we cap the limit on overtime work per month at 75 hours, to prevent health problems. (As a general rule, the limit on overtime work per month is 45 hours for new hires.)
- Persons who have worked over a certain amount of hours must have their health checked with a medical questionnaire and interview with a nurse (public health nurse or registered nurse) and, if needed, an interview with an industrial doctor.

(2) Ensuring that employees leave the office on time

- We have established Wednesdays and the second and fourth Fridays each month as days when everyone should leave the office on time. If someone must work overtime on those days, he or she is required to submit an application in advance through our employment management system.

(3) Adoption of a work shift interval rule

- A work shift interval rule ensures that a certain period of rest is taken between one day's work and the next, regardless of busy or slow hours of a working day. Japan's Ministry of Health, Labour and Welfare is currently promoting the rule, which will be legislated (mandating efforts be made) in FY2019.
- To ensure health and safety, Shinko adopted the system ahead of its legislation, ensuring that employees have at least a nine-hour interval between one day's work and the next.



Labor-Management Council on Transforming Work Styles

◆ Initiatives related to leave

(1) Establishment of rules to encourage the taking of annual leave

- We established a rule that employees should take at least one day of leave per month; we disseminate information on the rule and are working to encourage the taking of leave company-wide.
- We are also striving to create an environment where it is easy to take leave, such as by circulating within workplaces a table of planned annual leave taking to encourage the planning of days on which to take leave.

(2) Elimination of the limit on the frequency of half-day annual leave

- Earlier, we limited the number of times half-day annual leave could be taken per year to 12 times (equivalent to six days). However, to make it easier for each person to take leave according to his or her life plan, we eliminated the limit, making it possible to take as much annual leave as one has in half-day units.

Efforts on Establishment of Initiatives

We have implemented continual promotion activities aimed at establishing initiatives to transform work styles.

- We hold regular labor-management meetings to check the overtime and acquisition of leave situations as well as the progress of initiatives.
- We carry out awareness-building activities in rank-specific training and training sessions for managers.
- We disseminate information regarding initiatives on the intranet and disclose the overtime work situation by division.

Going forward, we will continue efforts aimed at transforming work styles based on the idea of "increasing productivity, promoting efficiency, reducing overtime, taking leave, and achieving work/life balance."

