

With employees

Human resources provide the source of support for sustainable development of a business.

We are committed to maintaining a safe and better work environment and keep improving so each employee is motivated to work.

Human resource principle

For the EBARA Group's lasting development, acquire human resources who have a challenging spirit and exercise ingenuity and originality; retain them; motivate them and provide an environment in which they can demonstrate their abilities to the utmost.

Human resource policy

1. Provide various systems to match management issues and individual behavioral goals.
2. Revise the seniority system and thoroughly implement assessment and treatment based on roles and performance.
3. Provide various systems to make people aware of their responsibilities and enhance individual autonomy.
4. Considering each company's situation, provide various systems taking the entire group into account.
5. Ensure a transparent and easy-to-understand system.

Response to personnel and labor issues

The EBARA Group holds the EBARA Group relevant companies HR meeting once a year to share information including reporting on the results of the spring labor offensive (negotiations for a wage increase) and trends of labor laws as well as the personnel and labor issues facing the EBARA Group companies. In addition to the response as the Group as a whole in view of the discussions with the labor unions, the EBARA Group companies have their individual personnel systems and work conditions in place according to the characteristics of the business and locations and the need.



EBARA Group relevant companies HR meeting

Maintain and improve relationships of trust through dialogue between labor and management

Based on the union shop system, the labor union and management hold labor-management meetings periodically and as needed to maintain and improve relationships of mutual trust while keeping a moderate degree of tension.

The meetings, which allow understanding of corporate management from the labor union's point of view and check on the management's soundness, play an important role for the company to listen to the employees' opinions.

Major themes of the meeting in 2008 included the measures to be taken to address the relocation of the EBARA Haneda Plant to Futtsu, Chiba Prefecture, in 2009 and the response to the restructuring of the Environmental Engineering Company. Through the negotiations between the company and the union, new work conditions were settled based on mutual agreement.

For a fair evaluation system (EBARA)

We introduced a behavioral assessment system to assess the high-quality work behavior leading to actual outcomes, rather than potential ability, and the system for management by objective (MBO), in which individuals discuss with their supervisors to decide on their own goals in relation to the goals that the organization needs to achieve and come up with how to contribute to them, followed by an assessment of performance at the end of the year.

Both systems are based on interviews between supervisors and subordinates and tasks are performed on the basis of mutual agreement. We try to realize a fair evaluation by improving and integrating the evaluation level at the meeting of supervisors (assessors).

Payroll system rewarding contributions (EBARA)

The purpose of EBARA's payroll system is to give high marks to employees who exercised their abilities and produced good results, offer better treatment and motivate employees. In this way, we achieve a stimulated organization and contribution to the business goals, as we aim for the company's lasting growth.



Nguyen Thi Linh Giang (age: 11)

Various systems for promoting a good balance between work and life

We have established the following systems to help employees have a good work-life balance.

- ◆ Flextime
- ◆ Short working hours (system incidental to maternity protection, child care and family care)
- ◆ Half-day leave with pay
- ◆ Special incentive leave
- ◆ Child-care leave
- ◆ Family-care leave
- ◆ Volunteer leave

As a response to the government's citizen judge system that started in May 2009, we have revised the work rules to include the granting of special leave when an employee is selected to be a jury member in court.

Revision made to work rules to address all types of harassments (EBARA)

In July 2008, EBARA revised the work rules concerning harassment to subject all types of harassments to reprimand. We have added the topics of power harassment, ill-treatment and abuse to the existing rules, which only covered sexual harassment, and we have stipulated that direct and indirect involvement in these types of harassments and pretending not to see them are subject to reprimand.

To make a comfortable work environment for all employees, we will continue with improvement in the future.

Training and education to enhance consciousness of human rights among employees

The EBARA Group holds human right enlightening sessions for everybody including employees and temporary staff. The frequency of these sessions is set to ensure that one person takes part in one session every three years. We held the session at branches and sales branches all over Japan in 2006, held it at all offices and districts in 2007 and sessions were held individually at organizations including Group companies in 2008. A total of 67 sessions have been held in three years, where briefing on human rights have been given to a total of 6,246 employees and other staff members.

Starting in 2009, human rights enlightening sessions will be held under new themes.

Some Group companies hold their own human rights enlightening sessions separately from EBARA.

◆ Data on human rights enlightening sessions held by EBARA

(For: EBARA and some Group companies)

Year	Number of sessions	Number of participants
FY 2006	30	657
FY 2007	29	5,406
FY 2008	8	183
Total	67	6,246

■ Activities of EBARA Engineering Service Co., Ltd.

EBARA Engineering Service Co., Ltd. directly provided education for all employees on an outline of compliance and mental risk management and other subjects for three years since 2006. The company is implementing activities to have all employees understand compliance, harassment and mental health as knowledge and put it into practice.

◆ Data on seminars held by EBARA Engineering Service Co., Ltd.

Year	Number of sessions	Number of participants
FY 2006	17	430
FY 2007	38	1,201
FY 2008	38	1,006
Total	93	2,637

■ Training and education to enhance consciousness and enlighten international standards on human rights and labor among employees

To make known the internationally agreed standards including United Nations Universal Declaration of Human Rights and Global Compact, in 2008 we conducted questionnaires on the EBARA Group companies in Japan and overseas as the first step. Based on the results, we plan to continue with activities for enhancing employees' awareness of the standards in 2009.

Promotion of health and prevention of illness of employees

EBARA thinks that its employees' good health for work leads to the growth and sustainment of the company and is taking various measures for maintaining health and preventing illness. We conduct regular health checks and specific checks for each job and for all employees every year. In addition, we try to prevent lifestyle-related diseases, metabolic syndrome and mental disorders.

Lifestyle improvement program

We implement the "Let's try the lifestyle improvement program" which improves people's physical condition by reviewing their diet to prevent and improve lifestyle-related diseases or metabolic syndrome. This program, in which we record the amount of food we eat and nutritionists and nurses instruct people about nutrition and health once a month, is a good opportunity to recognize and improve the diet. In 2008, 86 persons participated in this program and about 40 percent of the 66 people who continued to do the program for six months successfully improved their diet.

Mental health

To prevent mental illness caused by work such as stress from work, we have a system to allow employees to have a checkup by a neuropsychiatrist in the Company. Since 2004, we have been holding a mental health seminar for management-level workers to prevent mental illness at the workplace. In 2008, the seminar was held for an audience expanded to include general employees as well as the management-level workers.

Occupational safety and health

We defined the "Safety and health management regulations" to ensure employees' health and safety at the workplace, create and improve a comfortable work environment and prevent industrial accidents. We set up the health and safety management system by appointing the statutory comprehensive health and safety manager and industrial physician, to form the Central health and safety committee to supervise safety at work from the perspective of the entire district. In addition, we establish a Health and Safety committee in each district, and draw up and implement the health and safety management plan. To prevent industrial accidents, we require employees to participate in health and safety education and training. In addition, as preventive measures for brain and cardiac diseases and death by overwork, we provide consultations with a doctor for people working long hours.

Training for the management executives

Training is given to the management executives of the Group companies as well as general employees. The training, which was held with environmental management as the theme, has been held to cover overall CSR including environmental management since 2008. The first of such training sessions was held under the themes of "Crisis Management," "Environmental Management," "Security Trade Management" and "International Human Rights and Labor Standards." The sessions were intended for 63 people including executive officers of EBARA and the representative directors of the domestic Group companies, of which 54 took part.

HR development

The EBARA Group reviews the training program to make various personnel development programs systematic and improve cost-effectiveness, responding to globalization, a change in the population structure and diversity of individual values. Various HR development programs are offered to allow each employee to develop their ability by their own will and contribute to business activities. Correspondence education programs are also provided and, for those who finished courses specified by the company within a given period of time, 50% of the tuition fees are borne by the company as an incentive.

Management issues and HR development program

Management issues (purpose)
Achievement as a goal
HR development program
from 1 to 5



HR development program

1	Training for directors and the management executives of the Group companies, business leader training
2	Training on sales, legal affairs, finance and intellectual assets, career path support (coaching, female success promotion, cross-industrial exchange), correspondence education
3	Study overseas (long term, short term and domestic), training before going overseas, foreign language training
4	Business leader training, G-One skill training, diversity*
5	Hierarchical training

*Program added in 2008



黄柏榕 (age: 9)

■ Development of human resources to be globally active

Regular English and Chinese language training is provided in-house and 50% of the tuition fees are borne by the company for those who have successfully completed the respective course. The *study away from home* system, for which participants are selected by recommendation of the respective company president, provides programs in English. In 2008, English was added as a subject of the test for promotion to management.

Voice!

Taking the other party's viewpoint led to improvement communication skills

Ryo Uchida
EBARA

Study away from home program participant



Thanks to the *study away from home* program, I went to a business school where all of the seven programs were in English. My job involves quotation of pumps for export and I wanted to take advantage of this program to improve my communication skills with persons overseas. I think that what I have learned there has enabled me to consider the processes of work from the viewpoints of my supervisor, colleagues and juniors respectively. I have found out that understanding the other party's position leads to improved communication skills and more efficient performance at work as well.

■ Diversity*1

Cross-industrial exchange meetings are held as part of the female success promotion program. The program is intended to encourage recognition of other people's ideas and awareness such as points in common as working people in spite of different workplaces through discussion on one theme between those in totally different industries and companies, and seven companies took part in 2008.

In addition, training was held under the theme of diversity for interested management level employees to have them rediscover the importance of building a workplace that allows people to work on a level playing field regardless of gender, nationality or disability. The major subject for 2008 was to raise awareness of building a workplace that allows utilization of capabilities regardless of gender.

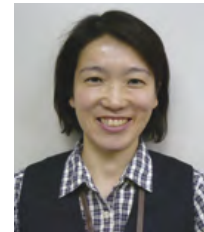
*1 [Diversity] Personal diversity

Voice!

Understanding the other party leads to understanding yourself

Sugako Ezawa
EBARA

Female success promotion program participant



I have been in working in sales support ever since I joined the company. I took part in the program because I wanted to familiarize myself with the atmosphere and nature of jobs at other workplaces to refresh my spirit. In the last of the four sessions of the program held in one year, all of the 30 participants worked together to create a "declaration statement of participants*." By listening to other people's opinions carefully and delving into our own ideas, we could integrate 30 people's thoughts into one. Our approach to things and contact with people with enthusiasm and sincerity never fail to communicate themselves, which is the basic concept of the founding spirit "enthusiasm and sincerity." I have found out that my experience is proof of this idea.

*Declaration statement of participants of female success promotion program 2008

- We can influence each other by acting positively.
- We listen to what each other has to say and share thoughts and ideas and can recognize each other's ability.
- We create the future with our ingenious ideas.

Voice!

Realizing how people can understand each other through heart-to-heart communication

Yuki Toyoda
EBARA

Cross-industrial exchange meeting participant



After engaging in environmental plant development and intellectual property management, I am working on the restructuring operations of the Environmental Engineering Company. Last year, I returned to work from child-care leave and was seeking an opportunity to raise my motivation, when I found an invitation to this meeting and applied for it immediately. Through heart-to-heart communication with women in industries I am seldom deal with such as the trading and advertisement industries, I feel we have fostered an understanding beyond the category of business and age. It was a very fulfilling day and made me realize the importance of communication.