



With Employees

The Maxell Group is taking a variety of measures focused on respecting the individuality of each employee and creating employee-friendly workplaces. Also, we are moving forward with personnel development to realize diversity, “work-life design,” and the transfer of our competitive skills to the next generation.

Seeking Talented Personnel

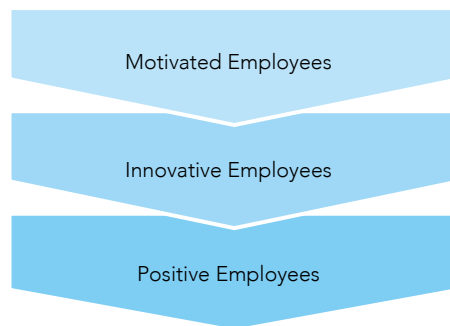
▲ Our Basic Approach

We seek employees with a strong sense of awareness and team spirit who are also innovative and positive.

The reorganization of our businesses has brought together employees with various fields of expertise. Our task is to instill in our employees the drive to create new value by leveraging, combining, and coordinating this diverse competence. The keys to the Maxell Group’s continued growth are the increased promotion of personnel diversity, the creation of workplaces that are more employee-friendly, and the progression into a corporate culture that is conducive to realizing synergy.

We will continue focusing on hiring and developing talented personnel who will heighten trust in the Maxell brand and support growth.

The Personnel We Seek



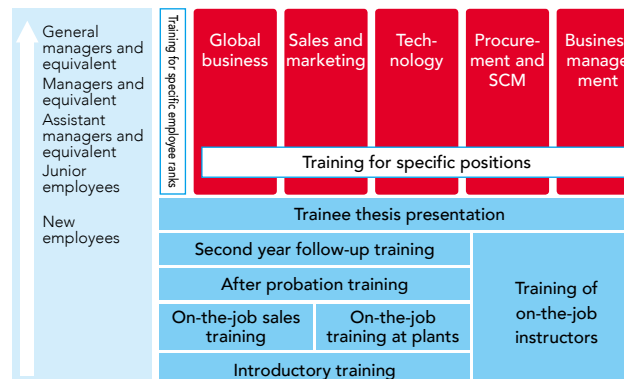
Developing Personnel

▲ Developing Personnel

Our personnel development initiatives come under five themes: global business, sales and marketing, technology, procurement and SCM, and business management. We conduct a broad range of training programs, including training based on employees’ length of service or rank—such as training for new employees, training for second-year employees, and training for new assistant managers and engineers—as well as technical training focused on specific specialized fields. Moreover, the training programs will be revised regularly in accordance with the needs of the times.

In regard to the development of our next generation of managers, we are laying the foundations for strengthening our existing businesses and creating new businesses. We are selecting candidates with the potential to assume managerial positions in the near future and beyond, advancing their training, and assigning them to a variety of positions in a planned manner.

Personnel Development System



▲ Developing Globally Competent Personnel

As part of efforts to develop leaders for our global businesses and personnel who can contribute to our operations overseas, we have implemented overseas short-term fieldwork, which enables employees to consider Maxell’s business opportunities in growth markets.

The overseas short-term fieldwork program, which was implemented in the U.S. in 2019, cultivated trainees on their knowledge for developing new products and services that remedy traffic congestion. In the program, the trainees applied the insight gained from the fieldwork into proposals for new products and services, examined the possibility of their success in business, and presented the outcomes of their fieldwork on the final day of training.

Going forward, we will continue to invest in human resource development overseas with the expectation that the skills acquired through this training will be leveraged in creating new businesses opportunities.



Group work session (in Los Angeles)



Final presentation (in Los Angeles)



With Employees

Promoting Diversity Management

▲ Diversity Promotion Project—M-Wing

Realizing the importance of diversity, we leverage the different values, sensibilities, and experience of personnel to enhance our problem-solving capabilities, creativity, and flexibility.

In-house project M-Wing has led efforts to advance diversity Groupwide by establishing a website that promotes diversity, conducting e-learning programs, and examining systems to facilitate work–life balance.

▶ For more details, please see “M-Wing Leaders’ Roundtable Discussion” on page 43.

▲ Creating Employee-Friendly Workplaces

The Maxell Group is developing work systems that allow all employees to work in flexible ways that suit their lifestyle or life stage. In particular, to help employees meet work and family commitments, we have established childcare and caregiving systems that surpass legally required provisions and, as a result, all employees who have taken childcare or caregiver leave have come back to work. In fiscal year 2018, the Group took steps to establish an environment that allows its employees to use these systems more freely by distributing its “Handbook on Support for Balancing Work and Caregiving” and releasing and disseminating its “Guidelines on Work and Holiday” on the Company intranet, among other efforts. Moreover, the average consecutive years of service of our employees was 20 years (male: 20 years, female: 19 years) as of April 1, 2019.

Use of Childcare and Nursing Care Leave

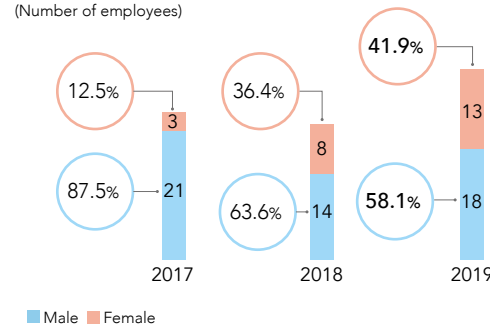
	FY2016	FY2017	FY2018
Childcare leave	11	17	14
Nursing care leave	1	0	1

▲ Empowering Women

The Maxell Group is raising awareness and revising its regulations in relation to diversity. At the same time, we are actively hiring women with a view to developing role models. Further, in regular recruitment we are aiming for new graduates to account for 50% of office and sales positions and 20% of technical positions. As a result, 42% of employees hired through regular recruitment in fiscal year 2019 were women, compared with 36% in fiscal year 2018.

Ratio of Male to Female Employees among New Graduates

(Number of employees)



Local Employees Supporting Global Growth

I joined Maxell Europe Ltd. (MEL) in 2016. Since I was a child, Maxell has always been a brand I have associated with and a manufacturer that values quality and familiarity. After three years on the job, I am currently involved in product development and brand strategy.

My focus going forward is on improving communication with end users. What I mean by this is not to carry on with our conventional ways of advertising, but rather to zone in on social media, which tends to attract a lot of end users these days, and enhance our communication with them.

The new MEL website that I created is currently running. Not only does it offer details on our existing products, but the new website also allows users to download product images and acts a venue for providing more detailed information to customers. Going forward, I would like to create sophisticated social media advertisements that boost the awareness of the Maxell brand among the younger generation.



The new MEL website can be viewed from here:
<https://www.maxell.eu/>



Alicia Sacha
 Brand Manager
 Maxell Europe Ltd.



With Employees

Promoting Health and Safety

▲ The Maxell Group's Activities on Health and Safety

The Maxell Group makes concerted efforts to develop health and safety activities based on its Occupational Health and Safety Basic Policy, which emphasizes the importance of protecting health and safety over everything else.

In Japan, our operating bases improve health and safety by conducting mutual safety patrol inspections. In fiscal year 2015, we introduced the global minimum safety standards. Using the practices of our domestic operating bases as a template, we will prepare safety standards that are applicable outside of Japan and steadily introduce them to our bases overseas.

In fiscal year 2018, there were a greater number of work-related accidents related to our business expansion efforts due to the participation of Group companies, which is promoted under the MBP. As a result, from fiscal year 2018 we have been strengthening our initiatives to eliminate the recurrence of such accidents by ensuring that all employees follow our basic conduct and applying our "5W* for accidents." In fiscal year 2019, we will continue to forge ahead with these measures with the aim of eliminating work-related accidents.

Moreover, in fiscal year 2019 we will deploy our employee safety confirmation system to all Maxell Group companies in Japan as part of our business continuity plan (BCP) in preparation for emergencies. Moreover, in addition to conducting initial response training and business recovery training for emergencies at our Kyoto Headquarters, we plan to expand these efforts throughout the Group. For our employees overseas, we will create risk response manuals and conduct other safety-related measures to enable them to work safely and with peace of mind.

* 5W (Five Whys): A method to detect the causes of each accident by repeatedly asking ourselves why the accident occurred.

Maintaining and Improving Employee Health

▲ Strengthening Health Management

We focus on maintaining and improving employee health because the vitality of employees is essential to enhancing corporate growth and value. Using employees' checkup and medical receipt data, we implement prevention programs targeting employees who have, or are at risk of developing, lifestyle-related diseases. Also, we are strengthening the health management of employees posted overseas by ensuring that they receive checkups.

With respect to the mental health of our employees, we have established an employee assistance program that provides counseling through an outside consultation office to help employees deal with any anxieties they may be experiencing. Further, to assist employees who have had mental health issues return to work, we have introduced a program that makes the transition easier by engaging with them individually while drawing on the advice of specialized personnel.

Moreover, we launched a stress check system in June 2016 in accordance with the amended Industrial Safety and Health Act.



Safety patrol inspections



BCP disaster prevention drill



Health maintenance and enhancement activities