



We are committed to human resource development at each and every company within the Citizen Group and believe that it is our managerial duty to create an environment in which individual employees can put their skills to the best possible use. We respect the diversity of individual employees and continue to actively introduce a range of schemes aimed at creating an environment in which they can work safely and securely.

Respecting Diversity

Recruitment Activities

We hire new graduate recruits on a regular basis and experienced mid-career recruits from a long-term perspective at all Citizen Group companies. We also have a scheme in place whereby employees on fixed-term contracts can be promoted to permanent employees, depending on factors such as their level of enthusiasm and capabilities. When recruiting personnel, we focus on individual skills, aptitude and drive, in an effort to ensure equal opportunities and diversity.

New Graduate Recruitment (16 Major Group Companies)

	FY2008	FY2009
Male	91	100
Female	32	34
Total	123	134

Mid-Career Recruitment (16 Major Group Companies)

	FY2008	FY2009
Male	51	14
Female	10	11
Total	61	25

Promoting Employment of People with Disabilities

We actively employ people with disabilities based on our basic policy of "working together." Although our employment rate at 16 major Group companies for people with disabilities fell below the statutory rate for fiscal 2009, as specified in our statutory report (as of June 1), we intend to focus on employing more people with disabilities and increasing the range of eligible job opportunities in the future.

Employment of People with Disabilities at 16 Major Group Companies

	FY2008	FY2009
Employment rate	1.58%	1.69%

Rate of employment as of June 1, 2009

TOPICS

Enabling smooth communication

At Citizen Electronics Co., Ltd., we implement a range of initiatives aimed at creating an environment in which employees with a disability can work safely and enabling smooth communication. In the case of hearing impaired employees for instance, we facilitate communication through workplace initiatives such as distributing manuals outlining commonly used sign language and installing lamps for the purpose of call signals. Such initiatives have helped improve motivation amongst employees with disabilities and raised awareness within the workplace.

Citizen Electronics employee Akira Osano has represented Yamanashi prefecture at the National Disabled Games on two consecutive occasions and won gold medals in two field events at the 2009 games, with distances of 15.52m in the shot put (a tournament record) and 4.71m in the long jump.

I never really experience any difficulty communicating on a day-to-day basis. I try to be cheerful and enthusiastic no matter what I'm doing and always take other people's feelings into consideration. I never feel that working with a disability handicaps me in any way either. If anything, it means that I always go about things with a positive attitude and do my very best so that I have no regrets. I believe that staying positive and spurring me on to produce better results led to my achievements at the National Disabled Games in Niigata.



Akira Osano
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Cultivating Human Resources

Human Resource Development Program

Our aim is to train human resources to suit their working environments, through basic human resource development at individual Citizen Group companies in combination with Groupwide tiered training organized by Citizen Holdings Co., Ltd.

Citizen Holdings organizes tiered training for new employees, new managers and new executives from a Groupwide perspective.

We also run the Citizen Business License scheme, which offers financial incentives to members of staff who have obtained national or public qualifications at Group companies such as Citizen Holdings and Citizen Watch Co., Ltd., and are continually working to create a climate that is conducive to employee self-development.

Promoting a Work-Life Balance

A Range of Schemes Aimed at Creating Ideal Working Environments

We flexibly manage work patterns to suit conditions in the workplace at individual Citizen Group companies and make every effort to create an environment in which employees can easily take leave via a range of different schemes.

At Citizen Holdings Co., Ltd., Citizen Watch Co., Ltd. and other Group companies, reduced work hours are available for employees raising children up to the end of the third grade of elementary school. Employees are entitled to reduce their work hours by two hours meanwhile for the purpose of nursing care. On other fronts, we have extended eligibility for our pooled leave scheme, which is designed to support employees to looking after and raising children, until the end of junior high school in an effort to promote flexible working.

Usage of Child Care and Nursing Care Leave Schemes (16 Major Group Companies)

	FY2009	Male	Female	Total
Employee Usage of Child Care Leave Opportunities	0	57	57	
Employee Usage of Nursing Care Leave Opportunities	0	3	3	

Creating Safe, Secure and Comfortable Working Environments

Safety Activities at our Tokyo Works

We are continually exploring measures and compiling specific action plans to ensure employee safety at our Tokyo Works, primarily through the Health and Safety Committee.

Safety activities depend fundamentally on identifying and resolving risks in the workplace and the ability of individual employees to detect and avoid dangers. We both conduct and validate safety assessments via a dedicated facility safety assessment committee in order

to comprehensively improve safety standards. We also provide employees with training in RST (*rodosho* safety training set out by the former Ministry of Labor (*rodosho*)) and KYT (*kiken yochi* (risk prediction) training) to enable them to appreciate and deal with risk factors for themselves.

Accidents Occurring at 17 Major Group Companies

	FY2008	FY2009
No. of fatal accidents	0	0
No. of accidents resulting in lost work time	3	10

Health Promotion Initiatives

The Citizen Health Insurance Society carries out activities aimed at promoting good health amongst employees and the families who support them.

In its capacity as a health insurance union, it began organizing regular medical checkups and health advice sessions and working with individual premises to provide health advice to those suffering from metabolic syndrome in fiscal 2008. Whereas diagnoses improved the following year amongst those taking advantage of health advice, there were signs of deterioration amongst non-participants. This is an issue that will need to be addressed in the future.

Uptake of Regular Medical Checkups and Regular Health Advice (22 Major Group Companies)

	FY2008	FY2009
Uptake of regular medical checkups (employee + family)	77.2%	71.4%
Rate of metabolic syndrome	10.4%	10.8%
Rate of predicted metabolic syndrome	10.4%	12.1%
Uptake of regular health advice	66.9%	31.3%

VOICE

Combating New Strains of Influenza

We set up a dedicated taskforce to deal with new strains of influenza at our Tokyo Works. In an effort to prevent infection, we encouraged employees to wear masks, wash their hands and gargle and implemented other measures such as distributing thermometers, producing instructional manuals, displaying posters on company premises, providing information via the Health and Safety Committee, in-house newsletters and the intranet and exchanging information with premises in other countries as well as those in Japan. We instructed any infected employees to remain at home for seven days and asked all those who had come into close contact with them, during meetings for example, to either stay at home or wear masks.

Initiatives such as these helped raise awareness amongst individual employees and enabled us to prevent infection both inside and outside the company, ensuring that nothing serious happened to any infected employees. As there are expected to be more highly virulent variations in the future, we intend to keep on expanding and improving our crisis management framework.



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