

Citizen Group encourages the formation of a corporate culture that respects the individuality and diversity of employees, supports the development of human resources who can thrive in global business, and teems with energy and a spirit of tackling new challenges. Citizen Seimitsu Co., Ltd. and Citizen Watch Kawaguchiko Co., Ltd. have many highly skilled and enthusiastic employees of both sexes despite manufacturing being thought of as a man's industry, and it is under this environment that female managers of these companies gathered to discuss what the Group will need to make even greater advances in the future such as the development of work environments where women can thrive as well as existing programs.

### The Road Continues Behind Us. That's Why We Want to Move Forward.

The year after I got married, my supervisor at the time provided a recommendation, and I decided to take the manager test. I became a technical manager, and I worked very hard to manage the skills of each of my supervisees. I also became the first manager to make use of the maternity leave program. I hope to lead the way and serve as a role model for others who come after me.

#### Naoko Nakano

Deputy Manager  
Movement Technology Department  
Movement Production Division  
Citizen Watch Kawaguchiko Co., Ltd.

### Creating Environments that Encourage to Tackle Challenges and Support Growth

For women to thrive in their work, it is essential that they have the drive to try things and tackle challenges. Internal programs and a work environment that support this type of attitude are key points. It is also important to create a system for assigning outstanding personnel to posts according to their skills. I hope to create systems that can properly evaluate and enhance the qualities of each individual that become apparent from their work.

#### Tomiko Shinohara

Manager  
Administrative Department  
Measuring Instrument Division  
Citizen Seimitsu Co., Ltd.

## Creating Environments Where Diverse Human Resources Can Fully Utilize their Individual Skills

### Women Managers Roundtable Discussion

Photo, from the left: Naoko Nakano, Tomiko Shinohara, Sachiko Nakanishi, Naoko Miura, Midori Kashiwagi



## Fully Utilizing Women's Skills Creates New Value

For me, the presence of women who had balanced raising their children with their work before me was extremely encouraging. Looking back on times that were difficult for me, I am trying to make it possible for my colleagues to take advantage of these programs without any constraints.

Two of the four deputy senior managers at offices in China are women. Seeing them in those positions makes the low level of employment of women in Japan even more apparent. As globalization advances, creating work environments that support the development of diverse new ideas for providing new value on an ongoing basis and empowering women in particular will be crucial. I believe that the Citizen Group needs to encourage the empowerment of women to accelerate realization of the national government's target of having women fill 30% of leadership positions by 2020.

### Sachiko Nakanishi

General Manager  
Accounting Division  
Management Center  
Citizen Seimitsu Co., Ltd.

## Understanding from My Family Makes it Possible to Balance Childcare with Work

I think the most important point in balancing work and childcare is having the understanding of your family. My parents, who live with me, and my children understand and cooperate with my work, which is a major factor in being able to do my best work. I feel that understanding and supporting the work that I do as well as support from the company on the same level and the understanding of my family are essential elements for continuing to work.

### Naoko Miura

Manager  
Management Department  
Printer Division  
Citizen Seimitsu Co., Ltd.

## Incorporate Perspectives from Both Men and Women to Create Effective Systems

I believe that if the number of women in management increases, men and women will be better able to complement one another from their unique perspectives. Ideally, a system will be created to steadily employ highly skilled human resources regardless of sex, and women will proactively seek management positions within that system. To achieve this, we will need the understanding and cooperation of men, but a desire on the part of women to develop their own careers will also be essential.

### Midori Kashiwagi

Management Planning Division  
Citizen Seimitsu Co., Ltd.



## Creating Work Environments Where Diverse Human Resources Can Work to Their Full Potential

Companies are expected to create work environments where employees who respect the cultures and practices of each country and region and have diverse values can work safely and enthusiastically. The Citizen Group works to create a corporate culture that fosters the development of human resources and the effective handing down of skills and has abundant vitality and a spirit of tackling challenges so we can achieve continuous growth and maintain and enhance our competitiveness.

### Handing Down Skills

#### I want to hand down the joy of owning one's skills to my successors

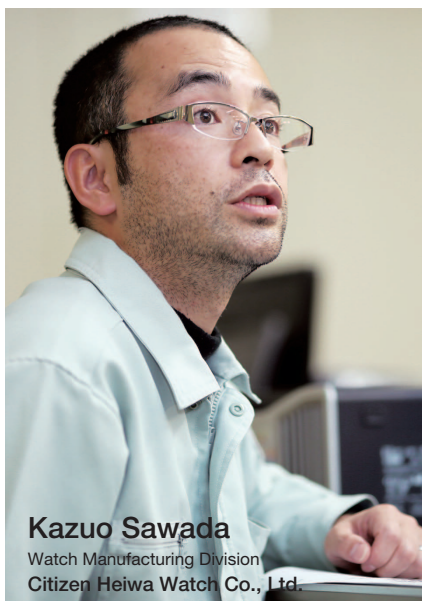
When I first joined the company, every day was a process of trial and error, and I was able to gain skills only by observing others. Observing, listening, and feeling are important for cylindrical grinding skills, and initially I wasn't able to do it according to the manual, but as I gained skill and mastered the technique over time, my work became more meaningful and I enjoyed going to work every day. I was recognized as a "Yamanashi Craftsman" thanks to the company. To repay this benefit, I plan to ensure that my skills and experience are handed down to my successors.

#### Skill Succession Charts

At Citizen Seimitsu, which boasts a diverse range of technical skills such as high precision scraping on the order of 1  $\mu\text{m}$ , something that is not easily replaced, "master" veteran technical workers take systematic measures to ensure that their skills are hand down. The Company creates skill succession charts for workers (teachers) with skills that need to be handed down to quantitatively manage the handing down of skills from teacher to student.



**Hisayoshi Hayashi**  
Automobile Equipment  
Business Department  
Citizen Seimitsu Co., Ltd.



**Kazuo Sawada**  
Watch Manufacturing Division  
Citizen Heiwa Watch Co., Ltd.

### Competing in the Abilympics

#### The Ability to Undertake This Challenge Was the Treasure of a Lifetime

I competed in the Abilympics\* machinery CAD category, and I learned more than I can express in words including the fact that I still have a long way to go in honing my skills, the joy of doing my best in competition, and again noticing that I receive support from many people. The lessons that I learned from this experience will remain a valued treasure throughout my life and I will never forget the gratitude that I feel towards my family and my coworkers. I will continue to do my very best in working towards my goals.

#### \* Abilympics: A national skills competition of disabled individuals

The word Abilympics was coined by combining ability and Olympics. The Abilympics is a skills competition that seeks to enhance the work skills of disabled individuals through competition, raise understanding and awareness among the general public concerning the work skills of disabled individuals, and encourage employment.

**Men Take Childcare Leave**

**Participating in Childcare Taught Me the Importance of Family**

After the birth of our fifth child, I took three months of childcare leave at the time when my wife went back to work, when the baby was five months old. I spent my time with the five children and experienced firsthand the difficulties of childcare and housework, but I was also able to enjoy spending time with the children on a daily basis. I will never forget my gratitude towards my wife, who raised four children while balancing work and home life, as well as the many workplace colleagues who covered for me while I was on leave. I will work and interact with my family with a sense of consideration.



**Katsura Yuzawa**  
Watch Manufacturing Division  
Citizen Heiwa Watch Co., Ltd.

**In-House Childcare Facilities: Bakke Nursing Room**

Citizen Tohoku Co., Ltd. established and operates the Bakke Nursing Room at the worksite. The nursing room was established so fathers and mothers can work nearby their children with a sense of security and with the aim of promoting interest in manufacturing among the children, who can see their parents at work, to foster future generations of Citizen workers. The full complement of five children who attend the nursing room are able to have some degree of interaction with workers, providing positive stimulus for both.



Employment of Disabled Persons (as of June 1, 2012)

	FY2010	FY2011	FY2012
Employment Rate	1.91%	1.89%	1.88%

Use of Childcare Leave Program (as of March 31, 2013)

	Men	Women	Total
FY2010	3	42	45
FY2011	4	39	43
FY2012	3	48	51

Use of Nursing Care Leave Program (as of March 31, 2013)

	Men	Women	Total
FY2010	0	0	0
FY2011	0	1	1
FY2012	0	1	1

\* 18 main Citizen Group companies

**Group Code of Conduct, Article 7**

**Respond Decisively to Anti-Social Forces**

The activities of anti-social forces are becoming increasingly opaque and devious and are a threat to the sound activities of the public and businesses. The Citizen Group has declared a policy of dealing decisively with anti-social forces and takes measures in collaboration with relevant external organizations.

**Responses to Anti-Social Forces**

The Citizen Group has a fundamental policy of responding decisively to demands for inappropriate gains from anti-social forces and organizations, and we establish and reinforce systems to completely eliminate all interactions with anti-social forces such as including

exclusion provisions in all contracts entered into by Group Companies. We also maintain regular contact with local companies and outside organizations such as the police to exclude anti-social forces.