

Striving to be a Company Respected by Employees and Local Communities

Companies are expected to comply with the laws and regulations of each country and region and to contribute to the development of local communities. The Citizen Group strives to create appropriate work environments and develop human resources according to the circumstances in each country and region where it conducts business and works to localize its operations and contribute to the development of communities.

Taking on the Challenge of Creating Workplaces with Vitality

At Citizen Watch Goodrington (China) Ltd. (GRT), which assembles wristwatches and produces cases, the entire company is working together to reform its corporate culture with two core aims—making a transition to high added-value production and creating workplaces with vitality—based on the corporate principle of “mutual assistance for mutual benefit.” With the understanding that employees are the foundation of the company, GRT is working to create workplaces with vitality by strengthening communications with employees, introducing programs that will raise employee enthusiasm, performing human resource development, improving environments, and enhancing work benefits. In the background to GRT’s ability to undertake these measures quickly and effectively is effective communication between the company and

gonghui.^{*} GRT has approximately 2,000 employees, and it can be difficult to engage in frequent communications with each employee. The *gonghui* acts as a bridge between the company and employees, and the presentation of employee comments and opinions as well as frequent consultation with the company has produced significant results.

Creating workplaces with vitality is sure to increase employee motivation and facilitate the shift to high added value manufacturing. GRT will continue its efforts to reform the corporate culture in cooperation with employees.

^{*} *gonghui*:

An organization made up of employee representatives including senior employees that is similar to a labor union.



Working to Enhance Employee and Local Community Safety

Safety in the area around the company is an important element in creating a worker-friendly workplace and becoming a company with high employee retention. GRT cooperated with the local police department to establish a branch police station adjacent to the company. This contributed substantially to security in the area as well as company and employee safety. Also, there were frequent incidents of theft of cash at a post office ATM in the vicinity, so GRT negotiated with the regional postal department headquarters, and since the branch police station was present, an ATM was installed. There have been no incidents involving this ATM since its installation.

Currently, the creation of a small park in front of the company for the benefit of children, seniors, and others is under consideration with the local government. GRT will continue to take proactive

measures to make contributions to employee and local safety as well as local residents with the aim of becoming a company that is trusted by the public.



The branch police station adjacent to the GRT building (right) and post office ATM (left)

Making the Company into a “Big Family” for its Employees

As indicated by GRT’s corporate principle—mutual assistance for mutual benefit—I believe that mutual benefit can be achieved in all relationships including between the company and its employees, between the company and its trading partners, among work sites, and among employees, and the desire for cooperation and collaboration is incorporated into all of those relationships. If this ideal can be shared by the company and employees, the company is sure to be beneficial to both the employees and the company. It is from this perspective that we are also putting greater effort into employing disabled persons and have set a goal of hiring 30 people.

Employees are the foundation of the company, and without employee growth, the company cannot grow. This is why I believe that my mission is to create worker-friendly workplaces and create work sites where employees can perform meaningful work, use their skills and abilities to their fullest, and pursue their dreams.

Many GRT employees have come from far-off areas to work here. I want the company to be like a big family that employees can rely on. Some additional time will be required before this can be achieved, but we are working towards our dreams and ideals one step at a time.



Takao Nagata

President

Citizen Watch Goodrington (China) Ltd.

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Services Developed According to Chinese Culture and Practices and Local Needs

Citizen Watch (China) Co., Ltd. (CCW), which sells watches in China, established a Customer Satisfaction Department in 2007 to raise customer satisfaction levels in response to calls for higher sales as well as customer expectations and demands towards Citizen products and services. The Department performs unique services tailored to Chinese culture and practices and local needs to raise customer satisfaction and brand value.

CCW created the industry's first call center as an organization that can listen to customer comments and accurately solve problems. The call center has made it possible for specialized personnel to provide uniform responses in accordance with shared rules and to use valuable customer opinions and comments in steadily improving products and services. In the Chinese market, the widespread sale of counterfeit products has given rise to consumer unease. In response, CCW introduced management of individual products using bar codes in 2009 to protect consumers and raise brand value. CCW is committed to raising customer satisfaction even higher and creating more Citizen fans.

Human Resource Development and Active Promotion of Women

CCW believes that human resource development is essential for continuous corporate growth and is implementing human resource development programs with a focus on reforming employee awareness to raise employee autonomy, motivation, and creativity.

One of the key features of these efforts is the active promotion of women. Of the company's total workforce of 165 employees, 99 are women. The average age is 31 years, and many of the women are married and have children. Considering that approximately 60% of the female workforce is balancing their jobs with raising children and that women fill a majority of the 22 team leader and higher positions, it can be seen that CCW has established a women-friendly working environment.

Demand for repair services is expected to grow in conjunction with higher sales in China, and training of



The Chengdu flagship store, Citizen's 40th store in China

Li Ting

Manager, Customer Center
Citizen Watch (China) Co., Ltd.



Striving to be a Brand Loved by Customers

Citizen's customer service systems in the Chinese watch business are praised for putting the customer first and are currently seen as trustworthy. A three-year longest warranty, which is the longest in the business, as well as the creation of a customer call center and management of individual products using bar codes are far ahead of other brands and create clear distinctions in service. CCW is committed to maintaining its customer-first policy throughout its operations and improving services to become a brand that is loved by customers.

watch technicians has become an urgent issue. CCW established an internal watch school and is focusing its efforts on training skilled technicians.

