

We will respect human rights and value a broadminded corporate culture.

EIZO is a company focused on creative development that requires the imaginative ideas and powerful motivation of all its employees. We therefore take various measures to create a broadminded corporate culture by developing an environment that encourages free exchange of opinions and a workplace in which employees have a sense of security. Many of our top managers at overseas Group companies are local personnel, and we pay due consideration to the diversity of each country's cultures and customs to create the most suitable working environments.

Laying the Foundations for a Motivating Workplace

We undertake various activities to create a motivating workplace environment that cultivates excellent human resources for the sake of the long-term growth of our personnel as well as further corporate development.

◆ Employment

To ensure that EIZO continues to develop cutting-edge imaging technology for creating and offering new values as a company focused on creative development, we are expanding our engineering staff and creating a motivating workplace for our employees.

■ EIZO Group including overseas affiliates (as of March 31, 2012)

Number of Employees (regular employees)	1,553	Engineering staff	530
		Foreign nationals	327

■ EIZO NANA O CORPORATION (as of March 31, 2012)

Number of Employees (including term employees)	756	Male	400
		Female	356
		Engineering staff	235
		Foreign nationals	17
Graduate recruits Joined company in April 2012	21		
Mid-career recruits Joined company from April 2011 through March 2011	13		
Average age As of March 31, 2012	37.2		
Average length of service As of March 31, 2012	13.8 years		
Average annual working hours FY 2011	1,908 hours		

◆ Developing Trust-Based Labor-Management Relations

Mutual understanding is the cornerstone of labor-management relations. In keeping with this fundamental point, we endeavor to develop trust in labor-management relations by encouraging dialog through the establishment of a consultation conference. These conferences discuss a wide range of topics, from labor-management agreements and reduction of overtime to ways for improving the work-life balance and employee benefit packages. We also maintain good labor-management relations at Group companies under the specific circumstances of each country or company.

◆ Promoting the Careers of Persons with Disabilities

Persons with disabilities are engaged in careers at many of our worksites, and as of March 2012, 17 disabled people are currently employed by the Group. This represents 2.09% of the workforce at EIZO Nanao Corporation, exceeding the minimum legal requirement of 1.8%. We intend to continue improving our workplace environment and expanding work opportunities for the disabled.

■ Percentage of Employees Who Are Persons with Disabilities (EIZO NANA O CORPORATION)

March 2009	March 2010	March 2011
2.21	2.24	2.09

◆ Paying Due Respect to Human Rights

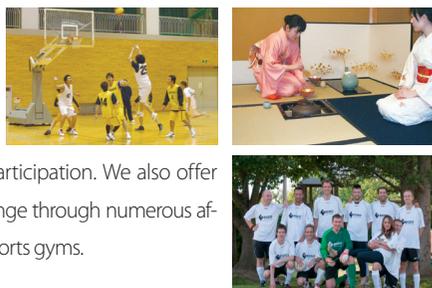
To curtail behavior that undermines individuality at the workplace and throughout our operations, such as forced labor and child labor, discriminatory remarks or actions, and sexual or power harassment, we have clearly stated our position on the matter in our principles of conduct and conduct educational activities to keep all employees, including those at Group companies, informed of this position.

Promoting Work-Life Balance

To respond to diversifying work styles and ensure employees are able to work with a sense of satisfaction, accomplishment and happiness, we believe it is important for employees to have extra time to refresh their minds and bodies.

◆ Opportunities for Recreation and Exchange

We support employees in their varied sports and cultural activities within the company by supplementing costs and permitting use of company facilities to encourage participation. We also offer opportunities for recreation and exchange through numerous affiliated accommodation facilities and sports gyms.



◆ Supporting Childcare and Nursing Care

Under the respective laws of each country, we support various programs including maternity leave, childcare leave and nursing care leave, shorter working hours, and leave to care for sick children. We have developed a supportive working environment that includes measures such as reducing working hours up to two hours per day for childcare to flexibly meet employee needs. We plan to enhance our programs for supporting employees with childcare or nursing responsibilities by introducing benefits such as childbirth leave for prospective fathers.

■ Number of Applicants (EIZO NANA O CORPORATION)

	FY 2009	FY 2010	FY 2011
Childcare/Nursing Care Leave	23	29	29
Reduced Working Hours For Childcare or Nursing Care	18	24	31

◆ Shorter Actual Working Hours

As part of our efforts to decrease the number of working hours, we undertake work improvement activities on a unit-by-unit basis and observe a weekly no-overtime day. We also vigorously encourage employees to take compensation days off for working on holidays and

take sufficient paid leave. As a result of these efforts, we were able to reduce average actual working hours in fiscal 2011. We are striving to further improve these results in fiscal 2012.

■ Average Working Hours (EIZO NANA O CORPORATION)

FY 2009	FY 2010	FY 2011
1,913 hours	1,937 hours	1,908 hours

Human Resource Development Efforts

◆ Reinforcing Management Capabilities

Management-level employee training is a high priority at EIZO. We ensure the practical usefulness of training by setting a theme for each fiscal year, such as strategic thinking, customer development or operational reform.

Training on compliance, fair job evaluation and effective allocation of work is also provided for newly appointed managers to deepen their understanding of these areas.

◆ Emphasis on Educating Younger Employees

First-year employees participate in programs on organizational structure, basic knowledge for adulthood and independence, on-site factory training and on-site sales training to learn about the foundations of our company. We provide technical training for new engineering staff to ensure they acquire a broad foundation of knowledge on our basic technologies. We also conduct a variety of programs specifically targeting young employees. On-the-job training (OJT) is emphasized in each department, and managers draw up three-year career plans in consultation with young employees, providing a basis for a systematic OJT program.

◆ Supporting Career Development

We encourage employee career development by providing a complete and diverse range of self-development programs, including language classes, seminars on business skills (logical thinking, presentation skills) and by subsidizing the cost of distance learning or obtaining certifications.

Our overseas affiliates also provide similar support; for example, EIZO GmbH in Germany uses its network with the local chamber of commerce to organize seminars that enhance professional skills and encourages employees to attend them.

Broadminded Corporate Culture

◆ Development of Global Human Resources

We are developing global human resources by providing English and Chinese classes, as well as Japanese classes at overseas affiliates, and holding seminars on cross-cultural communication. We also run an exchange program for engineers between overseas affiliates, in which employees are dispatched for a short term of 6 to 12 months. The goal of this program is to increase the number of employees who can work effectively with different cultures and manage technology from a global perspective, and to cultivate new technological expertise.

Voice from a Worksite

I was temporarily transferred to Tech Source, Inc. in Florida, U.S.A. from January to December 2011 as part of a technical exchange. I was responsible for developing a graphics board used in air traffic control systems. I gained valuable experience in customizing the product for a specific customer using new technology that was still under review in Japan, all while living in a culture unfamiliar to me. My interactions with the U.S. development team helped me learn about the differences between the Japanese and American ways of thinking and the considerable gap between the scope and level of work expected of an engineer in a work setting different from those in Japan. I am convinced this experience will prove invaluable as I engage in future joint development projects with overseas Group companies and develop my career as a technical leader.



Kenji Kiyota
 Joined EIZO in 1999
 2nd Product Development Division
 Visual Products Development Department

Securing Safety and Health

The ongoing development, design and production of high value-added products requires not only a significant investment of management resources but also a consistently safe workplace and efforts to safeguard employee health.

◆ Efforts in Safety Management

We strive to prevent workplace accidents by conducting risk assessments for each workplace in addition to KYT (hazard prediction training), "hiyari-hatto" (close call) and 5S activities.

We will continue these efforts by identifying and reducing risks through risk assessments and safety screening of newly installed machinery and equipment, and by raising awareness on safety through workplace patrols and employee training.

◆ Efforts in Health Management

Our efforts in this area include regular health checkups and preventive checkups for lifestyle-related diseases, dedicated contact points for responding to employee anxieties and concerns, mental health checkups and face-to-face consultations with industrial physicians, and follow-up guidance based on the results of health checkups. We will seek to safeguard employee physical and mental well-being by raising individual awareness of health management and achieving a goal of 100% follow-up.

Basic Policy on Safety and Health (Safety and Health Management Regulations)

The basic policy on the safety and health of EIZO Nanao Corporation is intended to create a healthy and safe working environment for all employees. This is achieved through management of risk factors related to safety and health. Specifically, we constantly strive to identify unacceptable risk factors in the workplace and neutralize them, with the ultimate goal of eliminating workplace accidents.

Medium-Term Plan (Fiscal 2010 to 2012)

Promoting and establishing voluntary safety management and health management based on self-awareness.

■ Fiscal 2012 Targets/Key Action Points and Fiscal 2011 Performance

Management Area	Targets/Key Action Points	Fiscal 2011 Performance	Evaluation
Safety Management	Zero occurrence of workplace accidents, including traffic accidents	· Workplace accidents 2 · Frequency rate 1.28 · Severity rate 0.0005	almost
	Key point : Ongoing risk assessment	· Traffic accidents during working hours 3 (offenses) · Unacceptable risks 0	
Health Management	100% follow-up on checkup results	Follow-up 91.6%	almost
	Key point: Promotion of health management activities based on self-awareness		

*Workplace accidents frequency rate : Number of deaths and injuries caused by industrial accidents per million working hours. Used to express accident frequency.
 *Workplace accidents severity rate : Number of work-days lost caused by industrial accidents per million working hours. Used to express accident severity.