

# Responsibilities to Employees



At Casio, the human resources mission is organized around two themes: contributing to the development of the company through the growth of all employees based on their desire to always take on challenges and make improvements; and achieving both corporate development and employee growth under optimal conditions.

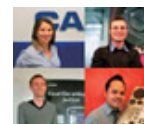
## ▶ Human Rights (Respect for Human Rights, Prohibition of Discrimination)

Casio's strong commitment to human rights is spelled out in the Casio Group Code of Conduct, which is being thoroughly implemented throughout the group.



## ▶ Global Human Resources

Casio has established a framework for the development of human resources who can play a more active role than ever on the world stage and has started putting in place various programs and systems toward this end.



## ▶ Building Workplaces for a Diverse Workforce

Casio is committed to the creation of environments in which all employees can work enthusiastically and enjoy job satisfaction, regardless of their gender, nationality, age, or level of ability.



## ▶ Creating Supportive Workplaces

Casio creates work environments and systems that enable all employees to demonstrate their full potential.



## ▶ Effectively appointing and deploying employees

Casio works to maintain a healthy corporate culture where fairness and impartiality are valued in all promotion decisions. The company uses a merit-driven system combined with a performance-based approach to evaluate employees and determine compensation.



## ▶ Promoting health and safety initiatives for employees

Casio creates work environments and systems that enable all employees to demonstrate their full potential.



# Human Rights (Respect for Human Rights, Prohibition of Discrimination)

In addition to participating in the UN Global Compact, Casio has revised the Casio Group Code of Conduct, carefully reconsidering content related to respect for human rights. The revised Code is being communicated and thoroughly implemented throughout the group.

## Policy concerning respect for human rights and prohibition of discrimination / expanding awareness

With the rapidly developing globalization of the economy and society in recent years, human rights problems have become more serious, including child labor and forced labor discovered in the corporate supply chain, as well as discrimination and disparities. Given this context, companies are urged to meet international human rights standards and fulfill their social responsibility in terms of human rights when conducting business.

Casio long ago spelled out its strong commitment to human rights and respect for the diversity of individuals in the Casio Group Code of Conduct and put that commitment into practice. It recently revised the Code of Conduct, explicitly stating a commitment to uphold and respect international norms relating to human rights, such as the Universal Declaration of Human Rights. The Code of Conduct also stipulates specifically that Casio will not engage in any acts of discrimination based on race, creed, gender, age, social status, lineage, nationality, ethnicity, religion, disability, gender orientation, sexual orientation, or any other discriminator, will not use or permit any form of child or forced labor, and will not permit acts that impair personal dignity, such as discriminatory speech or behavior, acts of violence, sexual harassment, power harassment, privacy infringement, or slander.

In December 2010, with the commitment of its president, Casio became a signatory to the UN Global Compact, endorsing its universal principles, such as the protection of human rights and the elimination of all forms of forced and compulsory labor, and making continuous efforts toward their achievement.

Casio provides internal education at Casio Computer Co., Ltd., as well as group companies in and outside Japan in order to expand awareness about respecting human rights. In 2013, Casio conducted a human rights questionnaire survey of all group companies to identify human rights issues. It then held a human rights round table with relevant persons from within the group based on the survey results in an attempt to ascertain the actual conditions and increase awareness about respecting all human rights. Additionally, Casio Computer Co., Ltd. provides human rights education at training sessions given to new hires and employees before and after promotion and appointment to managerial positions.

Casio also recognizes the importance of spreading the idea of respect for human rights outside its organization together with its entire supply chain. All suppliers have been made aware of Casio's Supplier Guidelines, which clearly mandates respect for human rights and prohibits discrimination. In addition to requesting compliance, Casio strives to verify implementation using questionnaires and other means.

## Preventing sexual harassment and power harassment

Casio has stipulated in the Casio Group Code of Conduct that it will not engage in any acts that ignore individuality, and will not countenance sexual harassment and power harassment. The company has issued Guidelines to Prevent Sexual Harassment and established a hotline. A full-time hotline officer is available to respond to issues raised by telephone, fax, e-mail and postal mail, demonstrating Casio's determination to prevent harassment and quickly address any issues which arise. Moreover, in its employment regulations, Casio has specified that persons who commit sexual harassment or power harassment will be subject to discipline.

## Establishment of employee hotline

Casio has established a special hotline on the company's intranet for employee concerns and inquiries on corporate culture, human relations, pay and working conditions.

# Global Human Resources

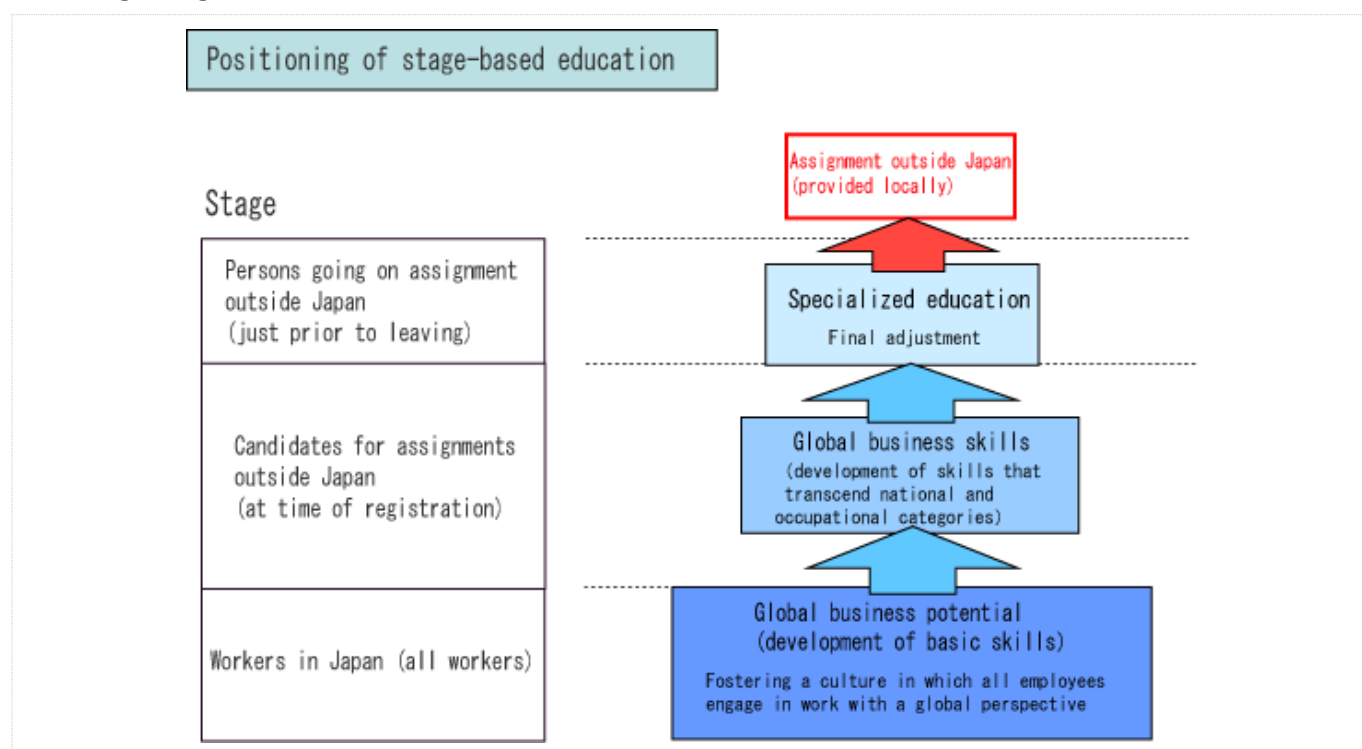
Casio is reinforcing its global expansion in all business fields, including existing and new businesses. In order to facilitate growth of its worldwide business, Casio has been developing a global human resources strategy based on the following two objectives:

- (1) Establishment of a structure for developing employees in Japan who can play an active role on the world stage; and
- (2) Strengthening its human resources system, including the human resources systems at group companies outside Japan.

## Establishment of a structure for developing employees in Japan who can play an active role on the world stage

Casio is committed to accelerating the globalization of employees in Japan in terms of recruitment, placement, and development. In the previous fiscal year, it reorganized global-oriented trainings, which existed separately until now, into the following stage-based human resources development system.

### Positioning of stage-based education



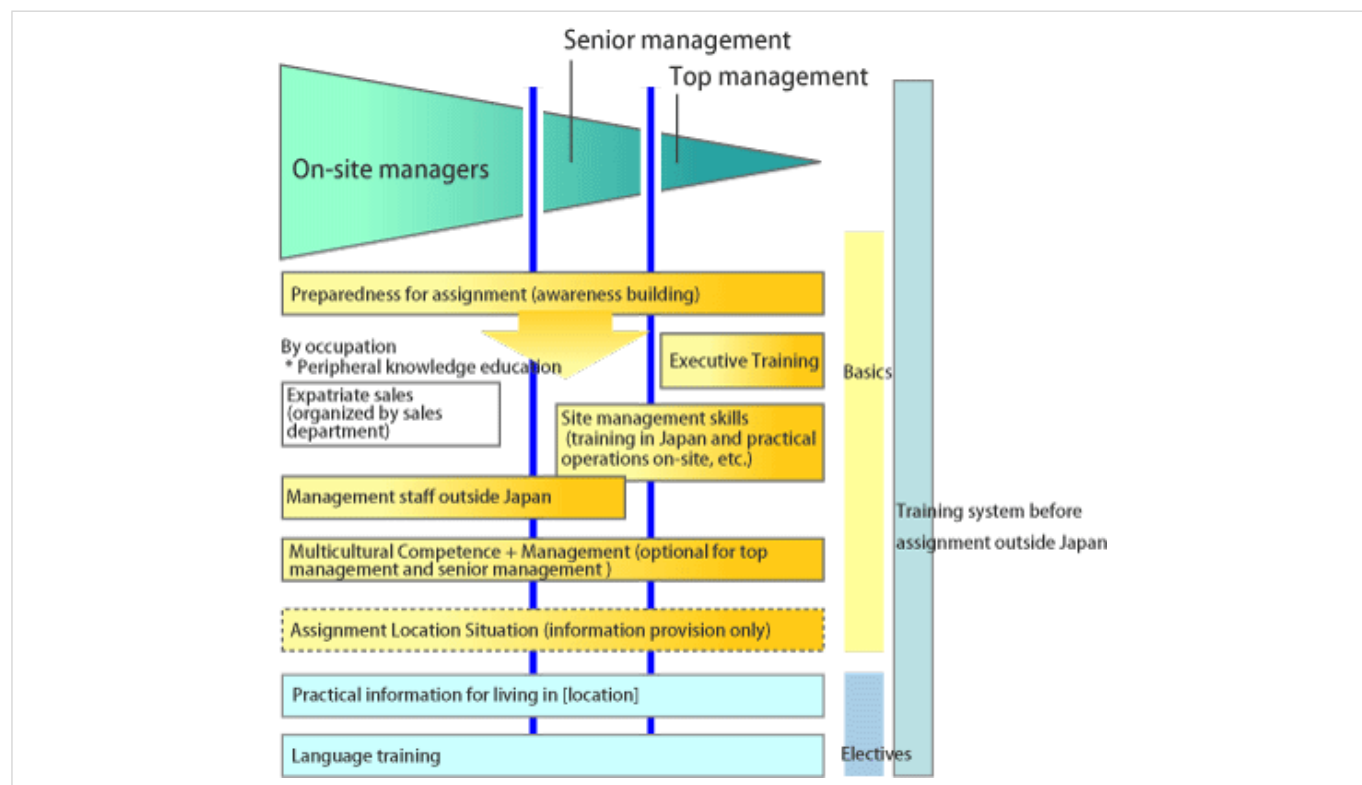
Casio implements measures such as the following at each stage in order to achieve this kind of human resources development.

### Provision of local information to persons going on assignment outside Japan and development of multicultural management skills

Casio systematically provides grade-based training to persons going on assignment outside Japan according to their mission at the location of assignment.

In fiscal 2014, it added Executive Training for top management, Site Management Skills Training for senior management, and Multicultural Management Skills Training and Assignment Location Situation for all persons going on assignment outside Japan.

## Training system before assignment outside Japan



In the Multicultural Management Skills Training, members of completely different ages and assignment locations engaged in heated debate, revealing their enthusiasm for going on assignment outside Japan.

## Opinions of persons who took the Multicultural Management Skills Training

### Opinions of persons who took the Multicultural Management Skills Training

(40s, going on assignment to Thailand)

I thought that I had a vague understanding of different cultures, but the training helped me organize it in my head in a structured way.

It was also really good, considering my future work, to get to know other people who will be going on assignment outside Japan at the same time as I do, before we leave.

(20s, going to assignment in Germany)

Having no experience going on assignment outside Japan before, it is hard to imagine what the work will be like, and so the case studies presented in the training were very useful.

I felt that the content of the training was rich, and the lectures did not have too many difficult technical terms.

(30s, going to assignment in China)

I strongly felt the Human Resources Department's enthusiasm to develop global human resources and felt the training was different from usual training sessions. It was time well spent.

(50s, going to assignment in China)

I think the training could be even better in the future if it included risk management.

The content was persuasive, since the instructor's talk was based on real-life experience.

(50s, going to assignment in China)

Thank you for this opportunity to become aware of many things before going on assignment abroad.

(20s, going to assignment in the Middle East)

It was useful to learn that at the managerial level I really need to carefully consider how I present myself.

## Improvement of global business skills in candidates for assignments outside Japan (registered candidates)

Casio is registering candidates for assignments outside Japan more systematically than ever before and will put into effect systematic education, including global aptitude checks and acquisition of necessary skills, with a view to sending candidates on assignments a few years later.

## Encouraging all employees working in Japan to adopt a global mindset

Casio encourages a global mindset, so that employees working in Japan, in addition to those working at assignments outside Japan, will conduct business with global standards in mind.

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## **Strengthening human resources systems at group companies outside Japan**

The strengthening of human resources systems is becoming an increasingly important issue at group companies outside Japan, which are increasing in number and growing in size rapidly around the world with the expansion of Casio's business outside Japan. In this environment, Casio is attempting to build an integrated approach to human resources systems worldwide that reflects the shared Casio corporate creed but also allows compensation plans to be restructured to make them suitable to each local company and takes into considerations each country's characteristics, values, laws, etc. Casio is also looking at the potential to build a worldwide educational system and personnel assignment strategy in the future.

# Building Workplaces for a Diverse Workforce

Casio carries out numerous initiatives to create environments where all employees can work enthusiastically and enjoy job satisfaction, regardless of gender, nationality, age, or level of ability.

In fiscal 2014, Casio will step up the promotion of diversity by launching the new Diversity Project with employee participation.

## Supporting advancement of female employees

The Working Group for Female Employee Advancement launched in 2008 actively and continuously carries out a variety of measures with the aim of supporting all female employees so that they can fully demonstrate their abilities.

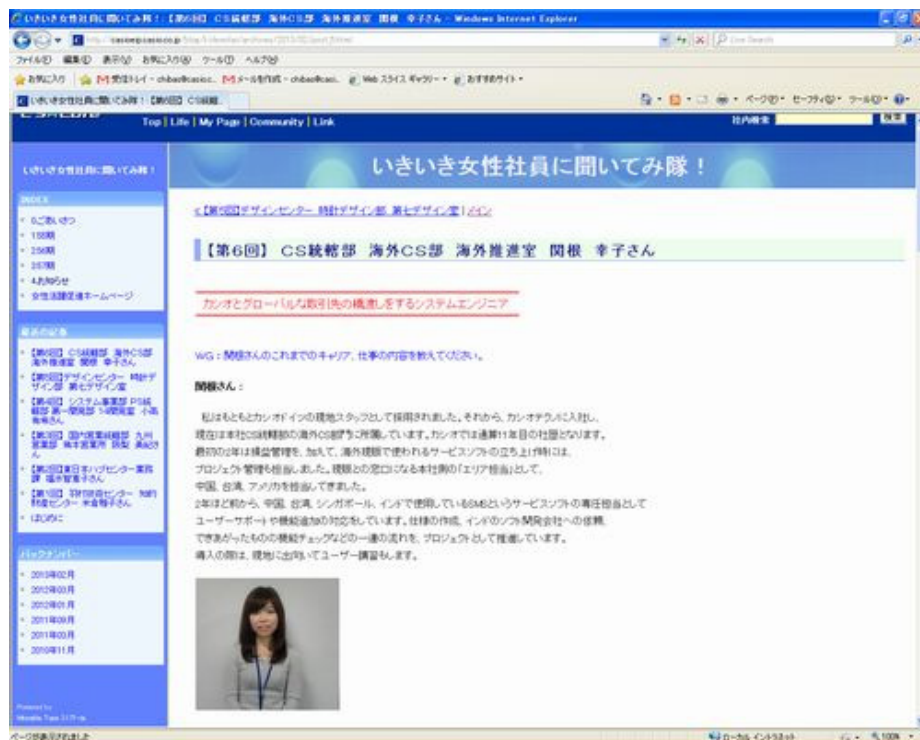
Casio actively promotes ambitious and talented employees, and the number of women in senior staff positions increased from four in fiscal 2010 to 16 in fiscal 2013.

In fiscal 2013, Casio carried out activities on the main theme of supporting the career development of female employees. It interviewed a number of female employees playing active roles in various fields and introduced them as role models on the company intranet.

Casio also adopted a mentor program with the aim of easing anxiety and supporting career development by offering advice for balancing work and family life and for career advancement. The company has heard back from female employees that these initiatives have eased the anxiety that they had few role models and that it is difficult to sketch a career plan.

Additionally, Casio has produced a Childbirth and Parenting Manual for women and their supervisors to help women keep working enthusiastically while having and raising children. The manual was prepared by female working group members of diverse ages from a woman's perspective. It covers work-life balance programs and describes those things that women and their supervisors should do at each stage from pregnancy through childbirth to childcare. The manual is over 50 pages and can be read by all employees on the company intranet.

## Example of a role model introduction



(FY)	FY2010	FY2011	FY2012	FY2013
Number of female employees in senior staff positions (number of managers)	4(1)	4(3)	13(5)	16(8)
Percentage of female employees in senior staff positions (percentage of managers)	0.4%(0.3%)	0.4%(0.9%)	1.3%(1.5%)	1.7%(2.1%)

\* A manager means a person at the department manager level or higher.

## Mentors

"Writing a life line chart and looking back at my past turned out to be a good opportunity to reflect on my own career."

## Mentees

"It was a good opportunity to talk about my doubts and worries about my career, and it was informal."



カシオ計算機株式会社

## 出産・育児マニュアル

～ 本人と上司のためのハンドブック ～



人事部  
女性活躍促進ワーキンググループ  
2012年09月30日

ライフイベント	妊娠・出産前	出産	産後1週間	産後1週間～1ヶ月	産後1ヶ月～3ヶ月	産後3ヶ月～半年	
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During the selection process, Casio has been making careful efforts to prevent disadvantages at the time of selection resulting from insufficient understanding of information due to differences in language, culture, and customs. One way it does this is by holding orientations and consultations exclusively for foreign students. Casio also provides an environment where foreign nationals can feel secure to work for a long time after joining the company, such as by providing business Japanese training, helping with procedures to acquire visa status, and taking care of procedures to move into a bachelors' dormitory or company housing. At present, Casio's non-Japanese employees are playing active roles while displaying their individuality in many kinds of workplaces.

## Working together with persons with disabilities

Casio hires people who display creativity and have the desire to work and take on challenges, regardless of any disabilities they may have. The company is creating workplace environments that allow every individual to display their full abilities and aptitudes.

Upon request, it provides hands-on training in the workplace before hiring in an effort to dispel anxiety about actually working there and to eliminate gaps between expectations and reality.

Casio has also adopted and uses a follow-up system for persons with disabilities throughout the group. This system is intended to constantly aim for the most suitable environment in light of the opinions of both the workplace and persons with disabilities by conducting periodic interviews after a person with disabilities joins the company so they are not left alone to face any anxieties or problems. The interviews help to quickly resolve any problems, check aptitude for work duties based on actual performance of those duties, and facilitate the provision of care if a disability has changed with the passage of time. This also helps to relieve the anxieties of the families and former schools of employees with disabilities. These kinds of initiatives have been commended by public institutions and featured in a DVD produced by the Tokyo Metropolitan Government introducing superior companies that it endorses. The system has led to the resolution of many problems, and employees with disabilities themselves have said it is comforting to have such a system in place. Casio also invites sign language interpreters to company events to help convey information to the hearing impaired and makes active use of job-related assistive tools from public institutions.

Further, Casio has launched a sub-working group of the Diversity Project to advance community development for persons with disabilities. The company aims to create an environment in which all Casio employees can work enthusiastically and enjoy job satisfaction, regardless of level of ability. In this way, Casio actively hires people who display creativity and have the desire to work and take on challenges, and gives them a stage on which to play an active role.

### Percent of workforce with disabilities

	As of April 1, 2011	As of April 1, 2012	As of April 1, 2013
Casio Computer Co., Ltd.	1.93%	1.91%	1.83%
Group companies in Japan	1.80%	1.32%	1.84%
Average for consolidated group companies in Japan	1.86%	1.64%	1.84%

## Encouraging the hiring of seniors / supporting the lives and employment of seniors

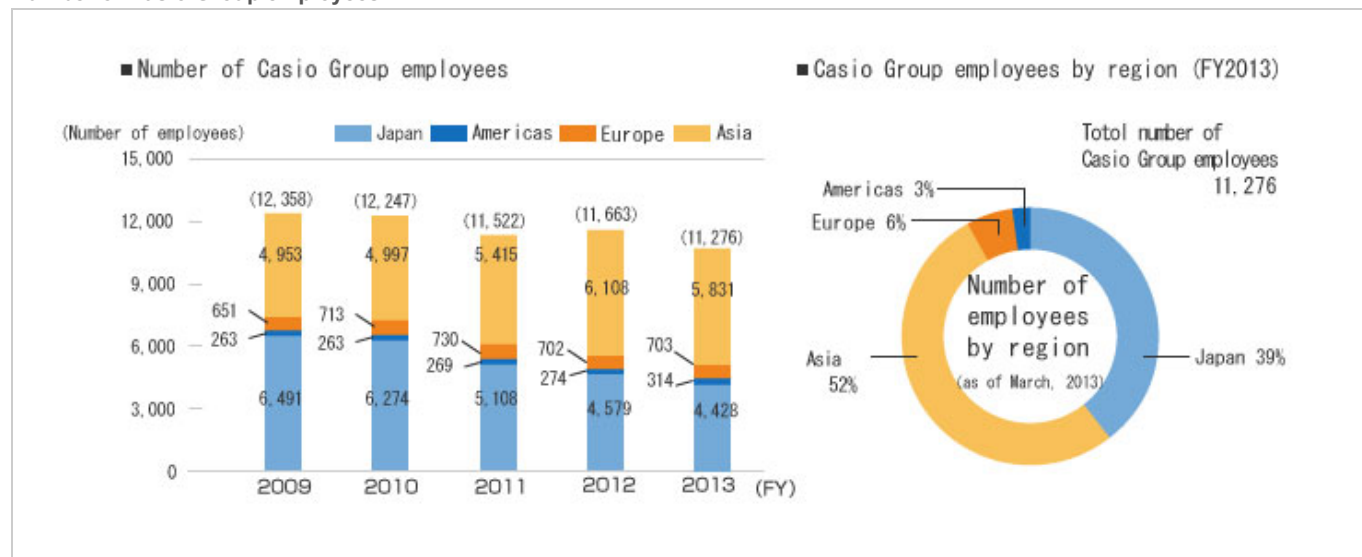
Casio has a Senior Employee Program to provide retirement-age employees with employment opportunities, and to effectively utilize the skills and know-how that these individuals have accumulated over the course of their careers. It has now revised this program following amendment of the Act for Stabilization of Employment of Older Persons. Under the post-revision program, Casio offers continued employment with reasonable treatment according to past performance and the roles and responsibilities assumed after retirement age. The system creates workplaces where seniors can continue using their career skills and expertise within the Casio group.

Each year, Casio holds Life Planning Seminars for employees who have just reached age 53 or age 58. The seminars cover topics such as the pension system, as well as living costs, taxes, and health after retirement. This provides participants with an awareness of these issues while they are still working, and helps them plan their post-retirement lives. Taught by an outside instructor, the seminars also provide financial information including details on the costs required to sustain full retirement. These learning opportunities have been well received by participants.

## Prioritizing local hiring and promotion at subsidiaries outside Japan

Along with the globalization of its operations, Casio is actively pursuing local hiring at its sites outside Japan. The aim is to promote management that is responsive to local conditions in each country, as a truly global company. This is being done not just in manufacturing, but also in various other fields.

### Number of Casio Group employees



\* This includes only regular employees

## Initiatives in hiring

The Casio Group Code of Conduct states that "we will respect all fundamental human rights, and will not engage in any form of discrimination." Casio provides equal employment opportunities to anyone with the desire to work.

Casio also endorses the Japan Business Federation's charter of hiring ethics. The company strives to avoid early hiring of undergraduate university students to minimize any impact on their studies. It also conducts voluntary explanation meetings at universities around the country and holds hiring events at different times during the day and week, splitting up selection periods into four or five different times. In this way, Casio is striving to provide hiring opportunities to as many students as possible.

## Human resources data

### Number of employees in Japan

(As of end of March 2013)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	2,317	1,461	3,778 (85%)
Female	359	291	650 (15%)
Total	2,676	1,752	4,428

### Number of employees hired in FY 2013 in Japan

(April 1, 2013)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	34	11	45(68%)
Female	16	4	20(32%)
Total	50	15	65

**Average years of service in Japan**

(As of end of March 2013)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	20.2	16.0	18.5
Female	14.2	16.7	15.3
Total	19.4	16.2	18.0

**Average employee age in Japan**

(As of end of March 2013)

	Casio Computer Co., Ltd.	Group companies in Japan	Total
Male	46.1	46.5	46.2
Female	39.3	42.2	40.6
Total	45.2	45.8	45.4

## Creating Supportive Workplaces

Casio regards it as crucial to create workplaces where employees can work enthusiastically with job satisfaction and in a state of physical and mental health. It has prepared a number of support programs and strives to foster a corporate culture that accepts diverse working styles. Recognizing its initiatives to date, in 2009 the Japanese Ministry of Health, Labour and Welfare granted Casio the Kurumin mark for helping to foster the next generation. This certification recognizes Casio as a company that actively supports employees' efforts to balance work and family life.



Kurumin mark for helping to foster the next generation

### Helping employees balance work and family life

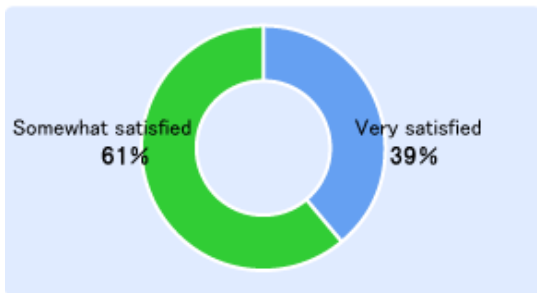
Casio has introduced programs that enable employees under restrictions caused by childbirth, parenting, and family nursing care to feel at ease and to demonstrate their full potential on the job. The company has developed programs that help employees balance work and family life, such as a shorter working hours system for childcare and nursing care and an hourly paid leave system.

#### Discussion meeting on work-life balance

Casio held a discussion meeting on work-life balance to correctly understand work-life balance and to understand diverse working styles and values. The lively discussion looked at how to achieve balance between work and parenting and what can be done to spend each day more enthusiastically.

Results of a participant questionnaire

How satisfied were you with the discussion meeting overall?



#### Voices of participants

- "I think it was a good opportunity to learn the diversity of lifestyles and values, as the way things are taken changes depending on peoples' work in other departments and private life."
- "[It was good] to have an exchange with [people from] other departments."
- "It is important for employees to talk with each other about working styles and ideas related to the workplace."
- "It seemed like it will be useful to come into contact with different perspectives and to learn ways of living based on each person's individuality."

### Childcare and nursing care leave programs (Casio Computer Co., Ltd.)

	Period	Number of employees taking leave (figure in parentheses is men)		
		FY2011	FY2012	FY2013
Childcare leave and return program	Until the day before the child turns 18 months old or until the end of the first March after the child turns one year old	30(0)	34(0)	28(0)
Nursing care leave program	Up to one year per family member	0	3(1)	4(1)
Shorter working hours system for childcare and nursing care	Childcare: Until the child finishes grade three of elementary school Nursing care: Until the reason to provide nursing care to the family member requiring such care disappears	61(3)	66(2)	75(3)
Child nursing care leave	Up to five days per year for an employee with a child that has not yet completed grade three of elementary school	8(1)	5(1)	16(5)
Nursing care leave	Up to five days per year for an employee with a family member in a state requiring nursing care (as mandated by law)	0	2(1)	4(2)

### Hourly paid leave system

In June 2010, Casio adopted a system that permits employees to take annual paid vacation in hourly increments. The system is available to all employees and can be combined with half-day leave so that it is used effectively and flexibly.

#### Employee Comments

Left an hour early for lunch to renew a drivers license

"Previously, one had to take a half day off in order to attend to a personal matter during the work day. Now, one can take time off on an hourly basis, which is a more efficient way to use holiday time."

Took hours off to take her two-year-old daughter for vaccinations and to meet with daycare staff

"It is handy to take time off by the hour, since I also want to save my holiday time in case my daughter gets sick."

Wanted to leave a couple of hours early to catch a ball game

"A great way to break up my work routine. I felt very energized when I returned to work the next day."

### Rate of taking paid vacation (Casio Computer Co., Ltd.)

	FY2011	FY2012	FY2013
	(H22..1~H22.12)	(H23.1~H23.12)	(H24.1~H24.12)
Rate of taking paid vacation	67.6%	68.3%	70.9%

### Other vacation and leave programs

Program	Description
Vacation Day Accumulation	The annual paid vacation expires in two years. However, employees can accumulate a maximum of 30 unused vacation days to carry over up to four days per year. The leave days can be used if the employee gets sick or injured, in order to care for a family member, safe motherhood measures, or volunteering.
Refresh Leave	This program grants five days of leave at the 10-year, 20-year, and 30-year milestones of work.

## Initiatives to improve productivity

Casio Computer Co., Ltd., is working to reduce annual work hours, and is carrying out the "Daily Improvement: Zero Overtime Movement" with an eye to changing work styles and improving productivity. This is part of a larger work-style reform initiative that aims to achieve zero overtime with no decline in the quality of work. The aim is to comprehensively raise the quality of work, which in turn will drive improvement in Casio's business performance. Managers and supervisors use a Web-based system that enables them to track and manage the working hours of their subordinates.

### Average monthly overtime work (Casio Computer Co., Ltd., and group companies in Japan)

	FY2011	FY2012	FY2013
Overtime hours	15.08	14.76	15.09

## Communication between labor and management

Through regular communication between management and the labor union, Casio hopes to raise the awareness of employees about their participation in the management of the company. Casio values close communication between labor and management.

At the core of this labor-management communication is the Group Workers' Labor-Management Conference, which is held four times a year (February, May, September, and November). At these conferences, management and labor, together representing the entire group, exchange opinions about current conditions at the company. In addition, close communication is maintained at various other levels, including the Central Labor-Management Meeting, the Division Labor-Management Meeting, and the Sales Chapter Labor-Management Meeting. Casio operates on a union-shop basis; as a rule, all employees except for managers are members of the union.

# Effectively appointing and deploying employees

Casio works to maintain a healthy corporate culture where fairness and impartiality are valued in all promotion decisions. The company uses a merit-driven system combined with a performance-based approach to evaluate employees and determine compensation.

## Policy for fair evaluation and compensation

Based firmly on a foundation of fairness, Casio aims to continuously improve its human resource system in light of changes in the social environment. Within that system, the present basic human resources policy combines a role-based system that grades individual employees based on the extent of their roles with a performance-based approach to evaluation and compensation based mainly on outcomes of job performance within their roles.

Additionally, the company puts a premium on the following points of view:

- Respect of will: Grant significance to the individual's will and intentions
- Human resources development: Create opportunities for the acquisition of knowledge and skills needed in work
- Significance of abilities: Grant significance to abilities demonstrated through work
- Right person for the right job: Reflect individual wishes in job requests
- Priority distribution: Distribute limited management resources as efficiently as possible
- Stable employment: Strive to create workplaces where employees can work according to their abilities

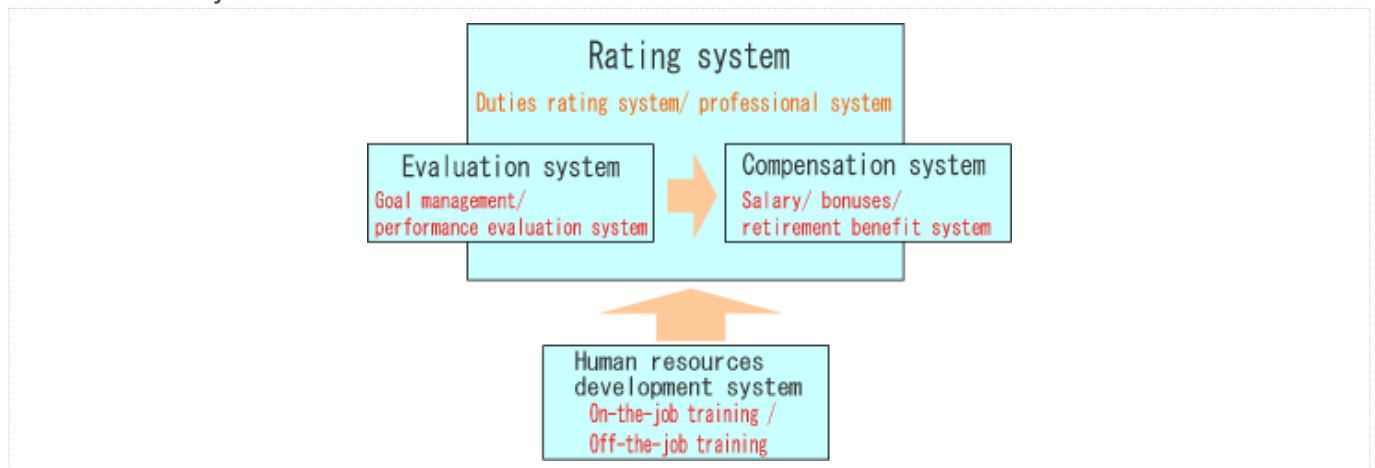
In addition to the above policy, Casio will place a premium on these points of view as it pushes ahead with innovative personnel measures. By taking this approach, Casio aims to strike the optimal balance between the growth and revitalization of society and the expansion and growth of the company.

Casio's design and application of an impartial personnel system ensures fair rating, evaluation, and compensation according to the level of duties, regardless of academic background, years of service, or gender.

Casio feels that goal management is important in its evaluation system and so it has supervisors and their subordinates share goal information via the intranet. The company will further develop this in the future and plans to consider horizontal disclosure in order to share goals among colleagues and measure synergistic effects.

The company evaluates each employee at an interview twice a year. Casio uses evaluation sheets based on goal management to notify employees about the results of evaluations, a mechanism designed to improve transparency and ensure that evaluation of employees is highly credible.

## Human resources system overview



## Education for fair evaluation and compensation

Casio requires managers to take evaluator training in an effort to improve their evaluation, leadership, and interviewing skills, in order to operate its human resources system fairly and appropriately.

Additionally, all managers are evaluated by their colleagues and subordinates about once every three years. The results are fed back to managers during training sessions to encourage continual improvement. An overview of the evaluation and compensation system is posted on the company intranet to keep all employees thoroughly informed about this system.

The company not only works with evaluators, but has also cooperated with the labor union to produce a Goal Setting and Evaluation Interview Handbook to help deepen understanding between supervisors and their subordinates and ensure fairness in operations.

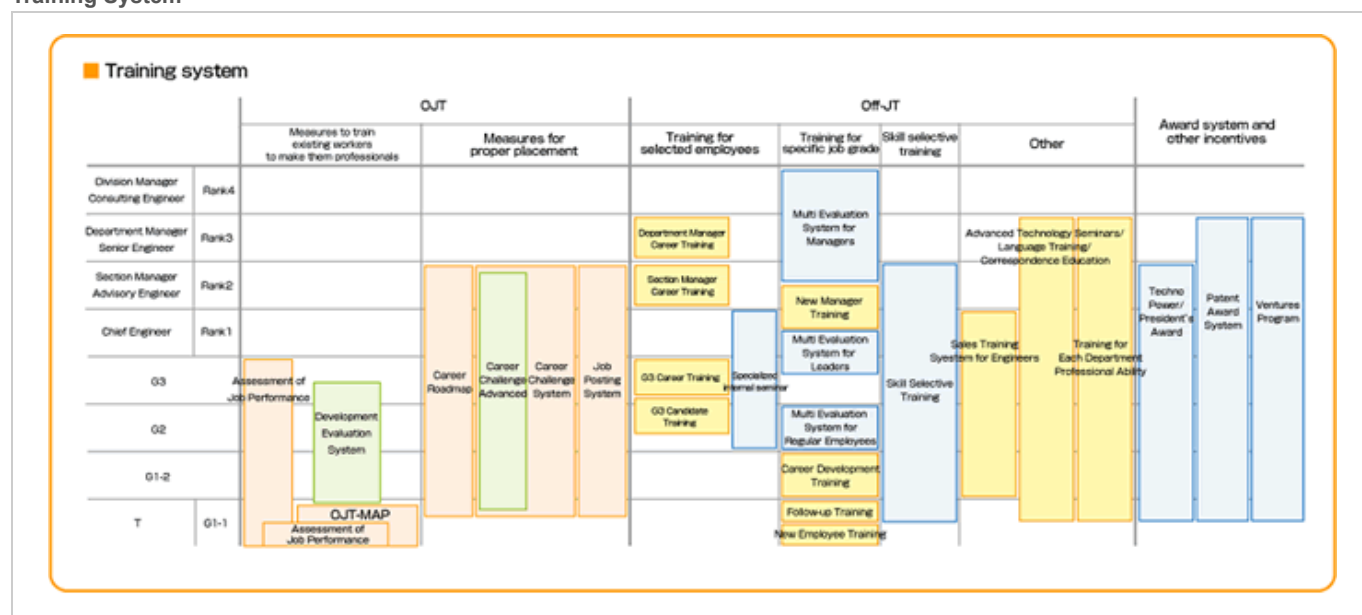
## Overview of human resource development

Casio has various human resource development programs designed to develop creative employees who are eager to take on challenges and to train professionals with early tracking into specialized fields.

Casio aims to develop professionals in the form of strategic generalists who pass on the company's corporate culture, and technical specialists who pass on the company's unique technology and know-how. For this purpose, based on the convictions that people grow through their work and that the source of growth is personal motivation, Casio helps employees improve their skills by providing environments that enable them to overcome challenges through personal determination and effort.

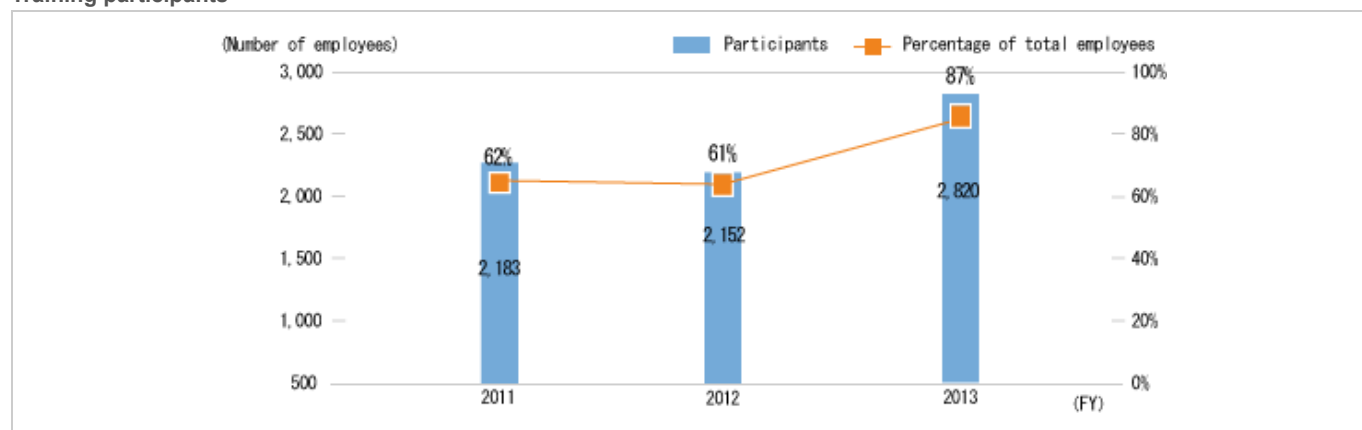
Accordingly, the company emphasizes on-the-job (OJT) training to improve practical skills, complemented by off-the-job (off-JT) training to provide theoretical knowledge. In recent years, the training system has been improved to ensure even more effective, efficient skill development via a broader choice of training courses.

### Training System

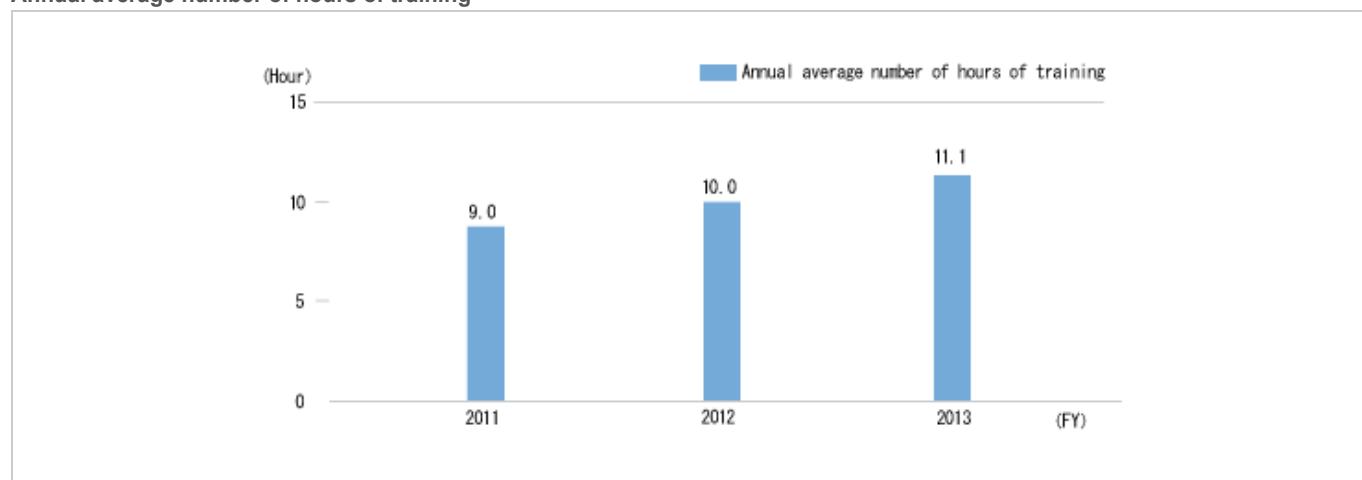


Casio conducts the necessary training for all the job grades in its in-house ranking system, and the company is working constantly to upgrade and enhance its human resource development system. As part of this system, Casio offers measures to train existing workers to make them professionals and training for specific job grades to all eligible employees. The human resource training page on the company's intranet explains each system of training as well as showing comments from employees who have used the system. Casio endeavors to encourage utilization of the system and support employee education by presenting success stories and good news.

## Training participants



## Annual average number of hours of training



## Surveys and verification relating to utilization and development of human resources

In off-the-job training, questionnaires are given to employees every time they attend a training session, and their requests and opinions are used to help make improvements in the following fiscal year and beyond. In on-the-job training, when employees register for the Career Challenge System (described below), they can register their opinions about the system itself. Furthermore, when the company establishes new systems, it verifies the system through prior interviews and trial runs with the aim of achieving more effective operation.

### Fiscal 2013 summary and future issues

In fiscal 2013, Casio focused on the succession of management philosophy, conceptual skills, technical skills, capacity-building of managers outside Japan, and capacity-building of younger employees. It also established nine new training courses, which achieved a satisfaction rate of 90%. In fiscal 2014, Casio will improve and expand its conventional training content and strengthen foundational education for developing global human resources, which is a company-wide theme.

## Main human resource development programs

### Career Challenge System

This system lets employees periodically register their careers, skills, and personal challenges with the company, and serves as an important reference for assisting managers to determine policies on developing their subordinates and future placement planning.

### Career Challenge: Advanced

This program preferentially places employees who have been in their current career position for a rather long time and hope to challenge themselves to pursue work environments and careers that require new skills, for the objective of self-improvement and making further contributions to the company, in their desired divisions, if their desires meet the needs of the new department.

This program has been gradually extended to consolidated group companies and the number of employees wishing to take the challenge doubled over the previous year. Casio will continue facilitate revitalization within the group through this system.

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## Job Posting System

This system seeks to satisfy both the company's business needs and employees' career paths, and is a program for priority placement of suitable people, based on selection of candidates for jobs which the company offers. It is operated jointly with other Casio group companies.

## New Employee Training, Follow-up Training, Career Development Training

Training for young employees becomes a place for learning the basics of being a Casio employee, and offers opportunities for employees to consider their own career paths, with training for new entrants as well as one-year and three-year employees.

## In-house specialist seminars

Casio holds in-house specialist seminars for young employees in engineering and marketing-related positions. At the seminars, departmental managers pass on expertise and the aspirations of the company directly by introducing case studies from Casio itself. This raises the levels of specialist skills in the respective areas of engineering or marketing while passing on Casio's company culture.

## Skill Selective Training

The training targets all regular employees, for the objective of effectively and efficiently acquiring diverse skills required for work operations, in a training program that allows employees to select from a large variety of training courses. It also functions as an opportunity for network building within the company, as employees from different occupational categories attend the same training.

## Techno Power

This is a technology exhibition held annually for the objective of stimulating engineers, and of sharing and accumulating technology, serving as a place for recognizing technology superiority, patentability, completeness, and other in-house advanced technology.

## Advanced Technology Seminars

These are in-house seminars mainly targeting engineers, using case studies of innovators at other companies who were able to develop revolutionary new manufacturing methods and create new businesses, for the objective of understanding advanced technology trends and of fostering a development mindset and the will to take on challenges.

## Language training

The purpose of this training program is to increase employees' language skills. The company provides diverse language training suited to employee needs.

## Intrapreneurship Program

Casio established its Intrapreneurship Program to identify and foster talented human resources who can motivate employees and develop businesses and to quickly launch new businesses by providing an opportunity for employees to make business proposals beyond organizational boundaries. The program allows individual employees to make their own business proposals directly to top management. Those employees whose proposals are approved as promising themes become the project leaders, and then work to realize the goals they proposed. So far 96 proposals have been made, some of which led to business development. Casio intends to make use of this program as an ongoing business proposal tool in the future.

## Right person for the right job

The Career Challenge System, Career Challenge: Advanced System, and Job Posting System are offered every year, and the company strives to place the right people in the right jobs by valuing employees' intentions. Additionally, career interviews are conducted with those who desire one and support provided as appropriate when employees consider their career direction. Casio also makes its intranet and database available to the managers of each department to allow them to conduct comprehensive assessment of the human resource development information on their subordinates, which they then utilize for training within the department.

# Promoting health and safety initiatives for employees

Each and every employee must be able to work safely and in good health in order to perform at his or her full potential. Based on various laws and work regulations such as Japan's Industrial Safety and Health Act, Casio makes group-wide efforts to create workplace environments where all employees can work with peace of mind, in order to maintain and enhance the health of employees and prevent occupational injuries or their reoccurrence. Group companies outside Japan comply with their local laws and regulations and also implement similar measures.

## Occupational health and safety activities

Casio has established Occupational Safety and Health Committees in all of its business locations. The committees independently design and implement policies tailored to each workplace, doing all they can to keep employees physically and mentally healthy and to ensure occupational safety. Committee activities are reported to employees via the intranet. Casio also runs campaigns to raise employee awareness about occupational safety and health.

## Initiatives for managing and promoting employee health

Casio goes beyond employee health management. It also seeks, by taking active measures to promote better health, to improve employee motivation and raise productivity.

### Regular health checks

Employees receive regular health checks that are more thorough than legally mandated, in order to maintain and enhance their health and to help prevent lifestyle-related diseases. Nearly 100% of employees come for the health checks every year.

### Initiatives to counter lifestyle-related diseases

In the effort to prevent lifestyle-related illnesses, Casio, together with the Casio Health Insurance Association, is promoting initiatives that focus on exercise and healthy eating. From September to November and from March to May every year, Casio holds a Walking Campaign at sites across Japan to encourage the habit of getting moderate exercise. In fiscal 2013, 3,477 people participated in the campaign. Participants can check their progress and ranking on a special website. The employee cafeterias provide healthy menu choices featuring a balance of calories and nutrition. Wellness Fairs are also held at all Casio cafeterias.

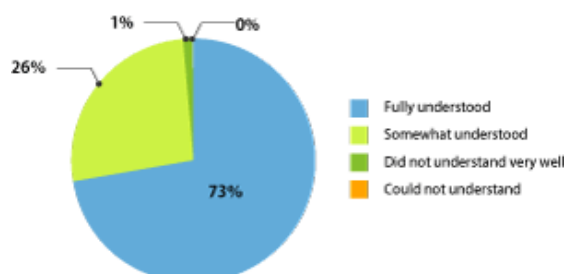
### Activities to raise employee awareness of health

As a means of raising employee awareness of health, Casio held health classes on the themes of "hints for making healthy choices when eating out" and "facts about sleep apnea syndrome" at 14 worksites, and 272 employees took part.



Healthy menu

### <Did you understand the content of the seminar?>



### <Voices of participants>

Hints for making healthy choices when eating out

"I learned something about food balance."

"My eating habits were focused on dieting, but now I want to reconsider them based on the food balance guide."

Facts about sleep apnea syndrome

"Now I know that there is snoring that could be dangerous and snoring that is harmless."

"I learned that there is a connection between sleep disorders and lifestyle-related diseases."

### Initiative to prevent working long hours

Casio is carrying out an initiative to prevent the damaging health effects to the brain or heart which can be caused by accumulated fatigue due to long working hours. In order to ensure proper work schedules, all employees that work 80 hours or more of overtime in a month must be interviewed by an industrial physician. The physician then checks the employee's health condition, and provides the person with advice and guidance. In this way, Casio is working to prevent health problems from overwork, and to ensure employees observe appropriate working hours.

### Mental health care initiatives

Casio has established a mental health education system to support the mental health of its employees.

As part of this system, Casio Computer Co., Ltd., has initiated an e-Learning Program, a Self-Checkup, and a Stress Test by Organization for all its employees. A separate e-Learning Program and a Program for Managers have also been created for those in leadership positions. All of these programs are designed to improve awareness of mental health issues.

In addition, Casio has an in-house mental health physician and an external Physical and Mental Health Hotline in place to offer counseling in and outside the company.

Casio has been steadily establishing the same kind of support system for group companies in Japan, in order to ensure that employees are able to work with vigor and satisfaction.

### Quit smoking campaign

Smoking is prohibited on the premises of all group companies in Japan and also prohibited during working hours, whether in or outside the company. Since fiscal 2011, Casio and its Health Insurance Association have been cooperating in the implementation of a practical Quit Smoking Encouragement Program that provides smoking-cessation aids. Smoking rates have dropped to 10% at sites where the program has been implemented, helping making progress with smoking cessation throughout the Group.

## Preventing occupational accidents

Casio is committed to the goal of zero occupational injuries and operates regular safety programs with the aim of maintaining an accident-free record at all Casio work sites. In addition, each site and group company conducts fire and disaster prevention/evacuation drills.



Disaster prevention drill at the head office

### Occupational injuries at Casio Computer Co., Ltd. (in the last five years)

(FY)	Injury frequency rate*1		Injury severity rate*2	
	Casio	Manufacturers	Casio	Manufacturers
FY2009 (Jan.–Dec. 2008)	0.51	1.12	0.005	0.100
FY2010 (Jan.–Dec. 2009)	0.19	0.99	0.001	0.080
FY2011 (Jan.–Dec. 2010)	0.20	0.98	0.001	0.090
FY2012 (Jan.–Dec. 2011)	0.00	1.05	0.000	0.080
FY2013 (Jan.–Dec. 2012)	0.00	1.00	0.001	0.100

\*1 Number of deaths and injuries, per 1 million actual cumulative working hours, resulting from occupational accidents.

\*2 Work days lost per 1,000 actual cumulative working hours; indicates accident severity

\* The term "occupational injuries" here includes injuries or illnesses (requiring at least 1 day off work) and deaths of workers in connection with the performance of their jobs.

## Initiatives for lifesaving activities by employees

Casio has placed automated external defibrillators (AEDs), which are used in cardiopulmonary resuscitation (CPR) during a cardiac arrest, in all its facilities nationwide.

Additionally, the company provides lifesaving classes and supports initiatives for lifesaving activities by employees, in order to be prepared for any eventuality.

So far, AEDs at Casio facilities have been used three times to save the lives of people who had a heart attack, and in each case the person fully recovered.



Example commendations