The YKK Group approach to employment, safety and health

Following the human resources philosophy of “autonomy and symbiosis,” the YKK Group companies and our employees are united in seeking to raise corporate value and every employee sets their own goals according to their individual roles and acts with responsibility.

In addition, we seek to create workplace environments that are easy to work in and meet the standards of the era by eliminating causes of danger and harm in every workplace. We also strive to maintain and improve the physical and mental health of the people that work in them.

AT YKK Turkey, we sought to promote employee friendship and health by planning a company picnic that was attended by 800 people, including members of employee families.
Personnel system that promotes employee growth

In the 2006 fiscal year, we reviewed our personnel system, and, in the 2007 fiscal year, adopted a personnel system based on results achieved by employees in their roles and their merits.

Key points of our new personnel system

In order to stimulate employee energy and achieve further company growth and development, we conduct evaluation and treatment of employees according to their roles by making the management principle of fairness the criterion, and by clarifying employee roles and responsibilities so that they can fulfill them in their specialty fields. In addition, we have introduced new job classifications in order to make the roles of employees clearer.

We have established a new expert job classification for the fair evaluation of skills and abilities

As a manufacturing company, we will focus even more on skills and abilities, and we have created a new expert employment classification with the goal of fairly evaluating and treating engineers and technicians according to their value in their specialties and dedicated fields.

Creation of a new specialist work classification for the vitalization of manufacturing sites

Determining that it is necessary to have methods for evaluating degrees of skill and expertise at manufacturing and business sites, which are the cores of our manufacturing activities, we have created a new specialist position classification.

Human resource cultivation that augments abilities

The three pillars of human resources cultivation in the YKK Group are on-the-job training (OJT), off-the-job training (OFF-JT) and independent education.

In keeping with our corporate culture of “entrusting even the young with responsibilities,” we value the desire of our employees to take on new challenges and actively give them work with responsibilities while they are still young in OJT. Through OFF-JT, we promote capability development using group training, e-learning and various tools for every employee from new hires to executives. We also support independent education by providing assistance with course fees for correspondence education and subsidies for acquisitions of public qualifications, for example. In our cultivation of human resources, we are working actively to cultivate and promote female leaders and providing leadership training for management position candidates. Among seventeen participants in the 2006 fiscal year training, three received promotions to executives.

In addition, we are focusing our efforts overseas on educating local staff and promoting the localization of management.

Management employee training (YKK (China) Investment Co., Ltd.)

Comments from a leadership training participant

YKK Business Support Inc.
Kurobe Personnel Affairs Group
Rikako Ookubo

This leadership training was very valuable for me. I was able to learn about management strategy, marketing, financial analysis and other fields that I have few encounters with in my work, but I was also able to learn skills that are necessary for leaders and techniques that I was able to apply immediately in my own work.

In addition, I believe that it was a valuable hands-on experience because I was able to exchange ideas with people who have various perspectives beyond business, and we were able to improve our characters as a result.
Promoting equal opportunity

Efforts to support balancing work and child-raising

At the YKK Group, we support employees who are raising children so that, as they take care of them, they can also utilize their capabilities at work and pursue long-term career development. In the 2006 fiscal year, 247 employees, including 2 men, took time off work for child-raising, and 96 used our parenting work system for reduced working time and flexible working hours.

Opening a nursery

At YKK India, we have opened a nursery so that employees with small children can work with peace of mind. At present, two childcare professionals and two helpers attend fourteen children who are aged from less than a year to three years old. Milk, snacks, fruits and other foods are available, and there are numerous toys and picture books in the nursery.

Creating an environment where it is easy to work

We established the YKK Group Internal Reporting System, a system that allows anonymous consultation and reporting about the workplace environment, labor hours, and irregularities in the company. Furthermore, we have established consultation desks both inside and outside of the company to handle sexual harassment, and employee mental and physical health concerns. In addition, we are also pursuing various efforts to make comfortable working environments at our overseas business places.

Best Company 2006

YKK AP America was selected by US Glass magazine as the best company to work for in the industry. According to surveys of employees by the publisher, evaluation was particularly high in the areas of employee education, welfare and salary raises. The article noted that the YKK Group “Cycle of Goodness” philosophy was reflected in every business activity involving employees.

After retirement from YKK

YKK Old Boys Association

The “YKK Old Boys Association” consists of retired persons whose YKK careers have spanned more than 25 years. Beginning in 2005, YKK Corporation initiated a new meeting to explain “YKK Group Management Policy” for the association at several cities of Japan. Mr. Yoshida himself is making a presentation for these YKK Old Boys, and that is the reason why they continue to feel strongly as a part of the YKK family.

Efforts for the employment of the disabled

We have been striving to employ disabled people, and, we established YKK Rokko Corporation, a special case subsidiary company, for this purpose in 1999. Since 2003, we have been actively seeking to employ disabled people, and now many are working enthusiastically with us.

Efforts for the employment of the elderly

In the 2005 fiscal year, we instituted our Post-Retirement Reemployment System, and in April 2006, we adjusted this system in accordance with the directives of the Revised Law Concerning the Stabilization of Employment of Older Persons. At present, the reemployment period is until 63, but we will extend it to age 65 by 2009.
Safety and health

With elimination of danger as our goal at the YKK Group, we are promoting the implementation of inspections to identify dangers and hazards and the incorporation of labor safety and health management systems.

Health maintenance and improvement

We recognize that employee health is an indispensable element for people to live fulfilling social and work lives, and, in addition to seeking a 100% rate of medical health checkups, we are providing health education with the goal of preventing lifestyle-related diseases, mental illnesses and other ailments.

Safety and health education

The three pillars of our safety and health efforts are making people safe, making workplaces safe and making systems safe. Among these, we are focusing on "making people safe" through danger prediction training, energy risk assessment education and other ordinary education, as well as through foreperson education and other education designated by law, training with industrial robots and other special education, training for people who work extensively with video display terminals and other specialized education. We conduct 23 different safety education courses in total. In the 2006 fiscal year, about 1,900 people took classes at our Kurobe workplace.

In addition, the YKK Group Safety and Health Council sponsored safety lectures in April and October with the themes “Safety management efforts to continue a record of zero accidents” and “Why do serious accidents occur?” About 250 people attended each lecture, including safety officers, managers, supervisors, and people involved in development and design.

Labor safety and health management systems

Recognizing it as the ideal system for the elimination of labor accidents and the qualitative improvement of safety and health management, we are undertaking the incorporation and operation of a labor safety and health management system for the Group as a whole.

Our YKK Kurobe workplace received expanded certification in January 2007, and our YKK AP Kurobe and Namerikawa workplaces received certification in December 2006 followed by our YKK AP Shikoku workplace in February 2007. In the 2008 fiscal year, we will continue to promote the application of labor safety and health management systems, including preparation of a plan for all YKK Group business places and affiliated companies in Japan.

Environment and Safety Publicity Day

With the goal of raising the environmental protection and safety consciousness of every employee at the YKK Shenzhen Gongming Factory, we held the First Environment and Safety Publicity Day with the slogan, "I am responsible for environmental protection and safety.” At this event for the promotion of awareness related to the environment and safety, we showed DVDs related to safety, firefighting, and environmental protection, held first-aid methods and fire-extinguishing practice, explained onsite illustrations about the environment and safety and conducted other activities to raise awareness.

We sought to raise employee consciousness of environment and safety issues through fun quizzes and implanted awareness by having everyone sign on to the “I am responsible for environmental protection and safety” statement.

Health promotion festival

At our YKK Kurobe workplace, we held a health promotion festival with the goal of spreading knowledge about lifestyle-related illnesses prevention as one part of our efforts to increase employee health. We provided information and skills that would encourage employees to put into practice the lifestyle-related illnesses prevention approach advocated by the national government, which is “exercise first, diet second, absolutely no smoking, and finally medication.”

No Smoking Project

At YKK Deutschland, we thought, “How can the company support employee health management in consideration of the aging of our employees and the high rate of smoking?” In response, we started the No Smoking Project.

For employees, the merits include health improvement and reduced expenses from the habit. For the company, the merits include improved productivity, greater office work efficiency, fewer work absences related to illnesses, and reduced fire dangers.

Our first step has been to provide seminars and consultations with occupational health physicians for those who wish to quit smoking.