

# Employee Relations (Employment and Human Resources)

Corporate Profile → CSR Activities → Employee Relations (Employment and Human Resources) [http://www.tdk.co.jp/csr\\_e/csr02300.htm](http://www.tdk.co.jp/csr_e/csr02300.htm)

## Basic Personnel Policies

We regard our employees as one of our most important assets for achieving the corporate motto. Our basic principle concerning personnel holds that the development of human resources is the source of true prosperity for the company. We are therefore promoting a variety of measures aimed at creating an environment and mechanism wherein we respect each employee's individuality, and each employee can spontaneously expand his or her abilities and potential to the greatest possible extent.

### What we aim for

- People who have vision and demonstrate creative and constructive powers
- People who have courage and take the initiative when confronting problems
- People who are trustworthy and possess a spirit of honesty and service

## Employee Data

### Non-consolidated and consolidated employee numbers (by gender)

Non-consolidated employee numbers: male 4,744, female 734, total 5,478  
Consolidated employee numbers: 66,429

### Employees by region

Region	Number of Employees	Region	Number of Employees
Japan	10,572	Asia (excl. Japan)	46,556
U.S.	2,802		
Europe	6,499	Total	66,429

## Overview of TDK's Personnel System

The evaluation and compensation system that forms the foundation of our personnel system is based on a self-management system, which focuses on discovering talent and achieving results. Our self-management system is not merely an evaluation system, but a system whose main purpose is to increase each individual employee's abilities, self-determination and sense of participation. The system also aims to improve communication between employees and their superiors.

- Foster and improve the potential of each and every employee
- Foster independent thinking and a sense of involvement
- Strengthen the channels of communication between superiors and subordinates



## Developing Self-Sustained Human Resources (Programs to Develop and Cultivate Abilities)

Our goal of human resources development is nurturing such self-sustained employees. A self-sustained employee is defined as someone who is conscious of problems and attempts to find the best solution, someone who actively takes on difficult challenges and is able to cope with changes, someone who pursues their vision to the full conclusion. TDK's programs to develop and cultivate abilities include training programs tailored to every level of employment, and training for prospective leaders, aiming at acquiring knowledge on how to become self-sustained in their work in stages starting from newly hired staff. We also have specialized education programs on professional expertise required for each position, such as technology, quality control and patents, postings outside the company; training for those to be stationed abroad and language training; and a capability development support system (incentive system for completing certification and correspondence education).

Selective training programs include IMD (International Management Development) Seminars aimed at training manager candidates for overseas subsidiaries, the Innovative Leader Development Forum for fostering young leaders, and the "Soshunjuku" and "Zohaku-juku" programs designed to groom candidates for next-generation management. The "Zohakujuku" program was revamped in fiscal 2009, extending the program period from one to two years. New content was added, focusing on essential qualities for management leaders,

### TDK Talent Development and Training Programs

Training programs on different levels	<ul style="list-style-type: none"> <li>• Leadership development training</li> <li>• Follow-up training for new project leaders</li> <li>• Project leader candidates assessment training</li> <li>• New administrator training</li> <li>• Mid-level employee career planning program</li> <li>• Third-year training</li> </ul>	<ul style="list-style-type: none"> <li>• Practical sales training</li> <li>• Designated support leader program</li> <li>• New employee training</li> <li>• Pre-hire employee training</li> <li>• Training for newly hired employee with prior experience</li> <li>• Training programs on different levels for employees of affiliated companies</li> </ul>
Training for prospective leaders	<ul style="list-style-type: none"> <li>• "Zohakujuku"</li> <li>• Innovative leader development forum</li> </ul>	<ul style="list-style-type: none"> <li>• "Soshunjuku"</li> <li>• IMD training</li> </ul>
Specialized education programs	<ul style="list-style-type: none"> <li>• Overseas supervisor training</li> <li>• Department specific training (Development/Intellectual Property/Quality/Sales/Materials/Accounting)</li> </ul>	<ul style="list-style-type: none"> <li>• Overseas posting preparatory training</li> <li>• Craftsmanship training</li> <li>• Language training</li> </ul>
Talent development support and qualification support programs	<ul style="list-style-type: none"> <li>• System of incentives for obtaining professional certification</li> <li>• Correspondence courses</li> </ul>	<ul style="list-style-type: none"> <li>• Overseas study program</li> </ul>

\* As for further information of main training programs, please refer the web site.

such as determination and will power, internal strength and sense of mission, and improved viewpoints.

Beginning in fiscal 2010, three-way discussions between participants, members of management, and seminar lecturers are also implemented. Also after the course is finished, training at the workplace is slated to continue.

### Comments from participants

#### Designated support leader seminar, May 2009

"It was good being able to talk with colleagues about some of the problems we are facing."  
"The group discussion was highly informative, because I could hear the opinions of other support leaders."  
"The comments by others in the group discussion made me see things in a new light."

## Organizational Structure for Maximizing the Potential of Each Employee (Human Resources Organization)

TDK has a number of systems in place which are geared to helping each and every employee discover and develop their true potential.

- Active In-house Hiring System
- Career Option System
- Self-Determined Reporting System
- Annual Salary System for Project Managers
- Bonus for Contributing to Important Themes
- Free Time and Flextime Systems

\* As for further information of each system, please refer the web site.

## Respecting the Individual and Providing a Worry-Free Work Environment

### Efforts to Respect Human Rights and Equal Opportunity-Diversity Action Promotion Plan-

In 2002, we established the TDK Code of Ethics\* to serve as an important acting principle for both employees and members of management to follow. Respect for human rights is an important element of this code.

We have undertaken a number of specific efforts to respect human rights and ensure equal opportunity, including efforts to educate and enlighten employees, the establishment of a special telephone "help line" for consultations, and various systems related to child care and caregiver concerns (including child care, the care leave system, and a system permitting reduced working hours). We introduced the Diversity Action Promotion

Plan in the second half of fiscal 2008 as a new initiative to further promote these efforts and to recruit and utilize diversified human resources. Diversity Promotion committees have been established in each division, leading company-wide campaigns to provide more opportunities for female employees and retired workers.

\* As for the details of TDK Code of Ethics, please refer the following URL.  
<http://www.tdk.co.jp/teaaa01/aaa06000.htm>

### Numbers of Employees Taking Child Care Leave and Caregiver Leave (TDK)

Employees taking child care leave	Employees taking caregiver leave
30	0

Note: FY 2009

### Comment from an employee about the childbirth/child care support system

Using the paid leave, maternity leave, and child care leave opportunities, I took over a year off work. Currently, I am still starting work 30 minutes late and end 30 minutes early, so that I can take my child to child care and pick her up again. I knew about the TDK system already from the time I joined the company and had imagined that I would return to work if I had child, but when I actually was in the situation, the decision was not an easy one to take, because I had to consider the burden on my family.

The most important thing in making use of the system is the understanding of one's superiors as well as cooperation by colleagues and family members. I kept in touch with my colleagues also during the time I was on leave, which eased the transition when I finally returned to work. In using the system, I realized again the importance of maintaining proper communication with people around me, letting them know where I stand, in order to ensure that everyone is on the same page.

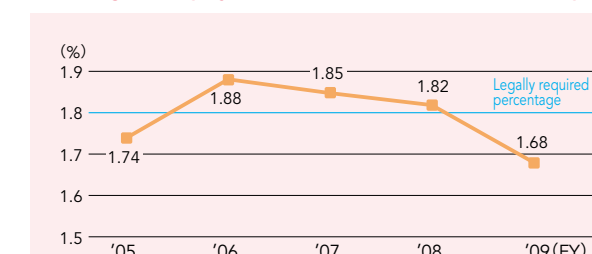


Electronic Components  
Sales & Marketing Group  
Advertisement Planning Department  
Naomi Shimokura

## Hiring People with Disabilities

The percentage of employees with disabilities at TDK was 1.68% for fiscal 2009, which unfortunately fell slightly short of the legally required level. Providing employment opportunities for persons with disabilities is an important concern of TDK, and we are implementing a number of plans for concrete action, to create suitable workplaces and set numerical hiring targets.

### Percentage of Employees with Disabilities (TDK Parent Company)



# Employee Relations (Safety and Health)

Corporate Profile ⇒ CSR Activities ⇒ Employee Relations (Safety and Health) [http://www.tdk.co.jp/csr\\_e/csr02400.htm](http://www.tdk.co.jp/csr_e/csr02400.htm)

## TDK Safety and Hygiene Charter

The TDK Safety and Hygiene Charter was enacted in July 2003 and applies to every organization in the TDK Group throughout the world. The basic philosophy underlying the charter is outlined as follows: "In order for employees to perform their duties under the best conditions, the TDK Group recognizes that ensuring a safe and sanitary workplace environment is an important management issue, and it shall implement action with everyone's help toward the realization of such an environment."

## Promoting a Occupational Health and Safety Management System (OHSMS)

TDK has established an Occupational Health and Safety Management System (TDK OHSMS) as an effective way to reduce latent risks and hazards at the workplace and create a safe and healthy work environment. This system is also seen to contribute to efficiency and productivity and to enhance product quality. It has been implemented at all TDK sites in Japan.

The Safety & Environment Office playing a leading role in the system, as well as several of our plants (Mikumagawa Plant, Shizuoka Plant, TDK Sagara) have obtained OHSAS 18001\* certification. 12 overseas sites also have obtained certification. (As of July 1, 2009)



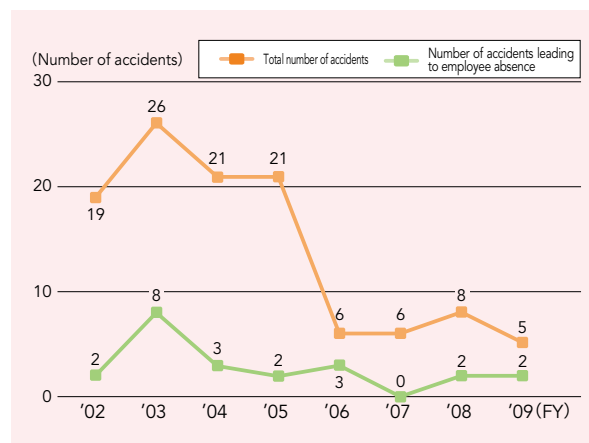
\* OHSAS 18001: Occupational Health and Safety Assessment Series created by an international consortium as standard specifications for managing health and safety in the workplace. The consortium consists of standards associations and evaluation organizations in Ireland, South Africa, and Britain.

\* For a list of OHSAS 18001 certified sites, please refer the web site. [http://www.tdk.co.jp/csr\\_e/csr05200.htm](http://www.tdk.co.jp/csr_e/csr05200.htm)

## Occurrence of Accidents at Work

The following graphs show trends in workplace accidents at TDK. In fiscal 2009, there were five workplace accidents, three fewer than in the previous year. Only two of these resulted in absence from work.

## Transition of the Occurrence of Accidents in the Workplace (Japan)



## Employee Health Management

To keep our staff healthy, we conduct physical examinations of employees on a regular basis. Furthermore, we have industrial physicians, health maintenance technicians, and dentists on staff at our major locations, creating an environment in which employees can address their health concerns and have dental checkups on an everyday basis. Also, the employee health insurance union has arranged for an outside service that offers telephone health consultations 24 hours a day.

In the Akita region, the company is implementing a Total Health Promotion (THP) Plan, mainly through its health management centers. Through this program, which offers employees health guidance and exercise programs tailored to their individual needs, we are boosting awareness of health-related matters, such as the importance of exercising and leading a healthy lifestyle.

## Mental Health Care

Besides regular health management, we take an active interest in mental health issues, a subject that has become a focus of social concern in recent years. Since fiscal 2009, we have implemented a "return to the workplace support program" which includes measures to facilitate rehabilitation and enable a smooth transition for returning employees.

Also, to make counseling more accessible, we have established mental health consultation centers staffed by specialists at major locations, and we hold periodic seminars for employees concerning mental health.

TDK will continue to conduct stress checks and mental health related training programs for its employees.