



## Work Custom

**We provide support for personal growth and attempt to ensure health and safety with a view to enhancing the dynamism of our employees.**

### Basic approach

AISIN believes that the energy of each individual employee is the force that propels our corporate activities forward.

The categories we use for personnel evaluation are "work performance ability" and "attitudes to tackling work," our aims being to clarify the state to which employees should aspire and to encourage them in their personal growth.

### Human resources development

Centering on the HR Development Center established in March 2007, AISIN provides hierarchically graded training for all employees from new recruits to senior managers as well as management training applicable without distinction to skilled manual workers, administrative staff and technical personnel.

The Center also runs the Aisin Technical Academy, whose task is to train future leaders in the manufacturing arena. See pages 17 and 18 for further details.

### Maintenance and promotion of health

As well as performing health check-ups, we carry out regular checks on our employees' mental well-being in order to grasp their physical and mental condition and to ensure that they can maintain and improve their health.

Leaders in the workplace are also encouraged to listen to the concerns of their subordinates and thus contribute to their well-being. Special training is provided in the skills involved in listening to other people.

Work control training aimed at managers and supervisors involves training in management of working hours and in ensuring that employees are not called upon to work too long hours. Training is also provided with the aim of preventing sexual harassment and power harassment in order to create an environment in which employees can work with peace of mind.

### Policies aimed at maintaining and encouraging mental health

- Open the Mental Health Consultation Offices
- Implementation of "listener training"
- Establishment of a "self-checking corner" on the intranet
- Publication once every two months of a mental health leaflet

\*1 Frequency ratio  
 $\frac{\text{No. of injuries or deaths from accidents}}{\text{Aggregated working hours}} \times 1,000,000$

\*2 Strength ratio  
 $\frac{\text{No. of working days lost}}{\text{Total working hours}} \times 1,000$

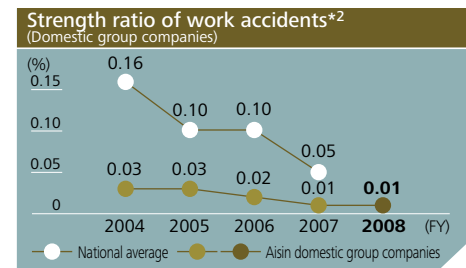
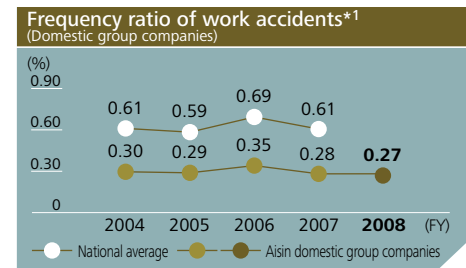


"Listener training"

### Ensuring safety at work

We are doing all we can to prevent accidents from occurring by carrying out regular internal inspections on the basis of an occupational safety and health management system (OSHMS). We also implement risk assessment in connection with safety whenever we set up a new production line.

Such activities are enabling us to maintain rates for frequency and strength of work accidents below the average rates for our industry as a whole in Japan.



### Labor-management Relations

We are diligently "drawing solutions based on discussions of mutual faith and understanding to address problems between labor and management," in accordance with the "Labor Agreement Memorandum", which was drafted in 1974, to maintain sound labor-management relations.

Labor and management jointly conduct "Life Planning Training". This training provides an opportunity for workers to look back on their careers and to plan their futures. Sessions are held in every July for 42-year-old employees who are in the primes of their lives, and in every November for 57-year-old employees who will soon be retiring. In fiscal 2008, 383 employees participated.

## Respect for Human Rights and Diversity

We are striving to create a working environment in which people of all kinds can work in all kinds of ways.

### Basic approach

At AISIN we respect the personalities and rights of every one of our employees irrespective of gender, nationality, religion or any other attribute, and we are striving to create a working environment in which everyone can work with full peace of mind.

We also strive to create and improve systems that enable employees to select how they wish to work from a wide variety of options.

### Employment of people with disabilities

On the basis of an approach rooted in the concepts of normalization and harmonious coexistence, we aim to create working environments in which people with and without disabilities can work together in a dynamic manner. We hold regular consultation sessions for disabled employees and do all we can to respond to their concerns in connection with work and everyday life. We also hold training sessions for managers and supervisors so that advisors and superiors in the workplace are able better to understand the concerns of disabled employees.

Due to these efforts, in fiscal 2008, we achieved a disabled employment ratio of 1.90%, above the figure of 1.8% set in law.

AISIN is also concentrating on the technical training of disabled employees, and our employees who have benefited from such training have received many prizes at skills competitions held throughout Japan. See page 47 for further details.

### Support for combining work and child-rearing

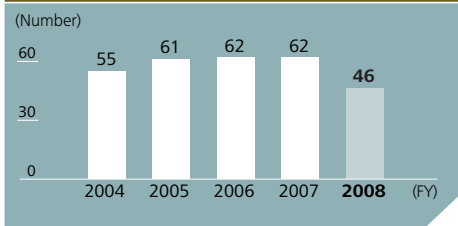
In order to provide support for employees who need to combine work with child-rearing, at AISIN we are introducing a reduced-hours working system and a system that allows employees to take parental leave.

In October 2007 we set up an in-house nursery in our head office premises for use by employees. See pages 51 and 52 for further details.

### Systems for supporting employees who combine work and child-rearing

- System of leave before and after childbirth: Six weeks before birth, eight weeks after birth
- System of childcare leave: Either until the end of the fiscal year (March 31) in which the child reaches the age of one, or the child reaches the age of 18 months
- System of shortened working hours for childcare: Until the child enters primary school
- Reassurance leave: Carried over paid leave, maximum of 20 days
- Leave for child nursing: Up to 5 days a year until the child enters primary school
- Limitations on overtime, work on holidays and late-night work
- System of support with payment of costs for use of child-rearing services

### Number of employees taking child-rearing leave (Non-consolidated)



### Employment of foreigners

#### Appropriate Programmes for Brazilians of Japanese descent working in Japan

Over a half of the companies in the Aisin Group are overseas subsidiaries, and the number of overseas employees is increasing year by year with the advance of globalization of business activities.

There are at present around 60 foreign nationals engaged as full employees at Aisin Seiki. In addition, we employ almost 1,800 Brazilians of Japanese descent as fixed-term staff. We've created an environment in which these Japanese-Brazilians can work with peace of mind by publishing news magazines in Portuguese, using Portuguese together with Japanese for all written markings and signs inside the factory, and including Brazilian dishes on the canteen menu.

We operate a system that enables fixed-term employees to become full employees, and more and more Brazilian employees of Japanese descent are taking advantage of this system every year. Five of the 266 individuals who became full employees during fiscal 2008 were Japanese-Brazilians.



A lunch-break picture



## Product Liability

We are directing our efforts especially toward rigorous inspections and assessment aimed at ensuring quality and toward production that takes full account of the opinions of customers.

### Quality assurance at the development and design stages (automobiles)

We perform a variety of inspections at crucial stages in the development and design process on the basis of a quality system.

After the completion of prototypes, we carry out a full range of reliability evaluation tests not only of individual parts, but also of vehicles as a whole and under actual conditions of use in order to verify the quality of design.

### Quality assurance at the production stage (automobiles)

At the preparatory stage prior to production we look into whether the process plan is appropriate and at how well the process has been put together.

When embarking on mass production, we verify that it is going to be possible to guarantee 100% flawless quality. This represents the initial quality inspection. We then begin production under the Toyota production system based on the "just in time" concept and automation, and we maintain and manage the process using various methods of quality control.

### External assessments (automobiles)

AISIN received commendations from many customers in the course of fiscal 2008 (see the lower-left table).

### Taking note of customers' opinions (household goods)

Our Customer Service division is on hand to answer customers' questions about products related to household goods. To enable a prompt, accurate and courteous response to queries, we have computerized information such as that contained in product catalogues. This information is available for instantaneous searching and use.

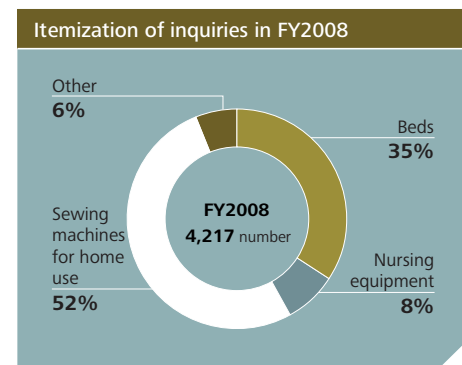
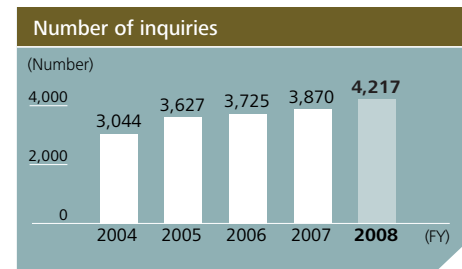
The opinions, requests and assertions of customers are conveyed rapidly to the related officers and departments on the basis of rigorous system of control over personal information and are used to improve services and in the development of products.

We also actively encourage employees to acquire formal consumer adviser certification to understand more closely the views of customers.

Furthermore, as regards development of welfare devices, developers possessing qualifications as helpers are used so that the points they have noticed while engaged in nursing activities can be used in product development.

Principal commendations in FY2008

Name	Customer providing commendation	Target company
Commendation in quality division	Toyota Industries Mercosur	Aisin do Brasil
Outstanding Quality Control Prize	Toyota Motor Corporation, Housing Enterprises Headquarters	Aisin Seiki
Outstanding Supplier Prize	Toyota Industrial Equipment (TIEM)	Aisin Drivetrain
Outstanding Quality Prize	Toyota (North America) (TEMA)	Aisin Automotive Casting
Quality Control Prize, Prize for Outstanding Achievement	Hino Motors	ADVICS
Technical Development Prize, Prize for Excellent Achievement	Hino Motors	Aisin Seiki
GM Supplier of the Year	General Motors (GM)	Aisin Mfg. Illinois
Prize for Outstanding Achievement (Export Category)	Taiwan Toyota	Elite Sewing Machie Mfg.
Excellent Quality Prize	Guangzhou Toyota	Aisin Seiki Foshan Automotive Parts
New Crown Project Commendation (Technical Category)	Toyota Motor Corporation	Aisin AW
Most Outstanding Supplier Prize	Toyota Europe (TME)	Aisin Europe Manufacturing Czech
Excellent Supply Prize	Toyota Industrial Equipment Co., Ltd. (TIESA)	Aisin Europe
Excellent Quality Prize	American Honda Motors	Aisin Brakes & Chassis
Supplier Prize	Toyota Europe (TME)	Aisin Otomotiv Parcalari Sanayi ve Ticaret A.S.
TSA (Toyota Supplier Assessment) Performance Prize for Excellence	TMCA	Aisin (Australia) Pty.
Prize for Achievement of Targets for Breakdown Rate in Newly Released Vehicles	Osaka Gas	Aisin Seiki



## Corporate Citizenship Activities

We are working together with stakeholders in three areas, namely "Protection of Nature and the Environment", "Fostering Youth", and "Community Building and Development".



### Basic approach

AISIN is working actively on corporate citizenship activities closely linked to the regions in three prioritized areas, namely "Protection of Nature and the Environment", "Fostering Youth", and "Community Building and Development". As fellow citizens, it is important for companies to work together with other members of the general public in fulfilling social responsibilities, and it is this ideal of cooperation that motivates our activities in this regard.

Such activities are spreading to our overseas bases and group companies, and Aisin's "ring of harmony" is fast expanding throughout the world.

#### • Protection of Nature and the Environment

In order to preserve the sustainability of the global environment, we are cooperating with stakeholders inside and outside Japan on forestation and forestry maintenance projects.

#### • Fostering Youth

We are engaged in a variety of hands-on study programs intended to enable young people to become active human beings by experiencing for themselves the importance of nature and the pleasure to be gained from making things.

#### • Community Building and Development

We are involved in various activities together with local government and communities so that we can listen to the opinions of people from the community and assist them in leading more prosperous lives.

#### • Overseas activities

AISIN is engaged in activities rooted in local communities in 19 countries all over the world.

### Examples of corporate citizenship activities

#### Community Building and Development

##### Courses in friendly communication

In collaboration with regional organizations such as social welfare councils in nine cities in Aichi Prefecture, we are holding a course that we hope will give residents the chance to take part in volunteer activities.

In fiscal 2008 we held eight courses in subjects such as spoken communication, sign language, Braille, disaster prevention activities and international exchange, and we intend to hold eleven courses in fiscal 2009 from August 2008 to January 2009.



#### Overseas activities

##### Donation to University (U.S.A.)

Three Aisin Group companies based in the Marion quarter of Illinois jointly donated funds to the Southern Illinois University in October 2007.

These funds will serve in the future as the Aisin Scholarship Fund, which will be used to provide students at the university with high-level educational programs and services on an ongoing basis.



\* See "Environmental Highlights" (Page 38) and "Social Highlights" (Page 48) for examples of activities involving "Fostering Youth" and "Protection of Nature and the Environment." Many other corporate citizenship activities are also introduced on the company website.