

# Human Rights, Labor Practices

## Principal Initiatives

In line with the second part of our management philosophy, which states, "Focus on healthy, growth-driven global management under a diverse and positive corporate culture," we place our employees at the core of management. By enhancing the skills of each employee and performing to our utmost abilities as an organization, we believe we will be trusted by our stakeholders, which includes our customers and society as a whole. Since the environment surrounding our management is changing rapidly, we also believe that it is important to build a working environment that responds to globalization and diversity.

Based on this premise, the Daifuku Group respects international standards such as the Global Human Rights Declaration\*, and as signature company of the UN Global Compact, we support the Ten principles of the UN Global Compact.

\*Declaration adopted in 1948 by the UN General Assembly (in Paris) recognizing that all humans are born with basic human rights

## Initiative materiality and relationship to SDGs

### Materiality

- Promote diversity
- Create a comfortable workplace environment
- Promote human resource development

### CSR Action Plan KPIs and targets for 2020

- Ratio of female recruitment: 20%
- Number of female employees in managerial positions: 20
- Employment rate of persons with disabilities: 2.2%
- Average paid leave utilization rate: 70%
- Surveys of employee awareness (overall satisfaction points): 3.80 points (5 points max.)
- Number of people who have TOEIC scores over 600: 200
- Number of people certified by the Global Business Trainee Program: 300
- Number of people enrolled in self-development e-learning programs: 300



SDGs pursued by Daifuku

## Human rights initiative

In April 2014, Daifuku joined Global Compact Network Japan (GCNJ), which is a local network of the UN Global Compact (UNGC). The GCNJ partners with other participating companies and organizations and conducts activities aimed at realizing a sustainable society, by focusing on various subcommittees based on 10 principles in the four fields of human rights, labor, the environment, and anti-corruption. In fiscal 2020, we took part in the Environmental Management Subcommittee, Anti-Corruption Subcommittee, ESG Subcommittee, Disaster Prevention and Mitigation Subcommittee, and the SDGs Subcommittee. We are working to solve various issues using the knowledge and findings that we have acquired from these committees.

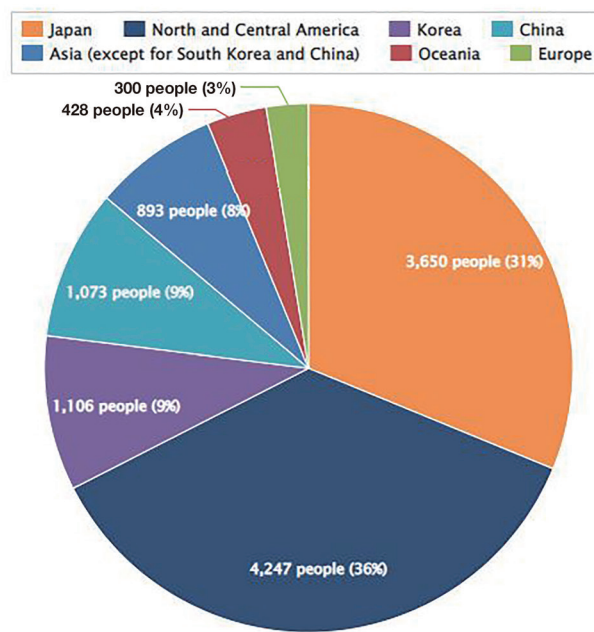
## Promotion Framework

The Human Resources and General Affairs Division is in charge of the establishment and promotion of cross-organizational initiatives related to human resources. In particular, it promotes the cultivation of human resources to support the global development of our business and the enhancement of our management. We have also set up the Mental & Physical Health Promotion Committee to establish a working environment that allows employees to work safely, as well as to promote various initiatives. In April 2017, we set up the Work-Style Reform Committee, with the aim of achieving work-life balance by providing a working environment suitable for diverse human resources and for improving productivity. We will continue to promote effective initiatives through the sharing of information with each department.

> **KPI** (Key Performance Indicators) is an evaluation index to judge achievement of the CSR action plan. [PDF](#) (212 KB)

## Diversity

### Total number of employees by region (as of end of March 2021)



### Employee data (Daifuku Co., Ltd.)

		FY2018	FY2019	FY2020
Number of employees	Male	2,444	2,580	2,660
	Female	328	348	382
	Total	2,772	2,928	3,042
Average age	Male	42.0	41.4	42.7
	Female	40.9	41.3	42.8
	Total	41.8	41.4	42.7
Average years of service	Male	16.1	15.4	16.4
	Female	14.6	14.6	13.0
	Total	15.9	15.3	16.0

### Recruitment

	FY2018			FY2019			FY2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
New graduate recruitment	70	14	84	113	9	122	90	16	106
Mid-career recruitment	95	7	102	120	16	136	64	4	68

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## Empowering women

KPI

We aim to be a company that enables all employees to participate actively, but a lack of balance in terms of the number of male and female employees and managerial staff is regarded as an issue that needs addressing. Therefore, in order to promote diversity, we have implemented a variety of measures to create an environment in which women can play an active role. Since 2016, we have held Female Leadership Training Sessions three times each year as an initiative to support the career development and active participation of female employees. Moreover, we hold Childcare Leave Management Seminars for managerial staff at workplaces with staff who are returning to work after childcare leave or who have shortened work hours.

The number of women in management positions fell short of the plan for fiscal 2020. We will further strengthen and implement initiatives to promote women to management positions in the future. In addition, the ratio of female employees to total recruits fell short of the plan, despite an increase in the overall number of recruits for both new graduates and mid-career employees. Therefore, we will continue to strengthen our approach centered on new graduates.

	FY2018	FY2019	FY2020	
			Target	Results
Number of female employees in managerial positions	15	17	20	18
Ratio of female recruitment	11%	10%	20%	11%

\* The number of female employees in managerial positions is calculated based on the people who are the equivalent to section manager or higher.

## Employment of persons with disabilities (as of June 1)

KPI

In addition to our efforts to expand the job scope of people with disabilities at our main sites in Osaka, Tokyo, Komaki, and Shiga, we are continuing our efforts to employ people with disabilities by setting up an environment where staff with disabilities can work at the Work Happiness Farm in Kasugai City, Aichi Prefecture in 2019. In addition, the Shiga Works has been continuously hiring on a regular basis in cooperation with the Public Employment Security Office, employment advisors, and school personnel, etc. As of June 2021, the employment rate was 2.51%, compared to the legally mandated rate of 2.3%. In the future, we will continue to focus on initiatives tailored to the circumstances of each business location to help achieve an inclusive society.

	FY2018	FY2019	FY2020	
			Target	Results
Employment rate	1.80%	2.17%	2.20%	2.49%



Harvesting work at the farm



Harvested vegetables are served at the cafeteria

## Post retirement re-employment rate of retirees

In April 2003, we instituted a re-employment system for which the age of 62 was defined as the upper limit. This system is intended to enable employees to exhibit their abundant knowledge and experience to the full after they have reached the age of 60. In 2005, the age limit was raised to 65. In April 2013, this system was reviewed for compliance with amendments to the Act on Stabilization of Employment of Elderly Persons. As a result, under our re-employment system, we succeeded in continuing the employment of at least 80% of the target individuals.

	FY2018	FY2019	FY2020
Re-employment rate of retirees	93.8%	83.9%	100%

## Work Environment

We promote initiatives to encourage a positive work-life balance, in order to improve the quality of both the work and personal lives of our employees while contributing to the sustainable growth of Daifuku as a whole.

## Work-style reform

Daifuku's Work-Style Reform Committee commenced in April, 2017. Aiming for employees' work-life balance, the Committee's approach targets reforms to (1) work processes and relevant systems, (2) time management to reduce overwork, and (3) workplace culture and employee awareness.

## Collective agreement

We support our employees' rights of collective bargaining. Daifuku has a labor union that works on behalf of the rights of all non-management employees who work at our Japan locations.

## Addressing workplace harassment

Daifuku has established the Personnel Consultation Office to handle in-house rules and personnel evaluations as well as consultations regarding sexual harassment and power harassment. With a focus on privacy, we strive to create an environment that encourages employees to discuss any problems they may face.

## Work-life balance

We promote initiatives to encourage employee awareness of the need to maintain a positive work-life balance. This is intended to improve the quality of the work lives and personal lives of individual employees while contributing to the sustainable growth of Daifuku as a whole.

Under amendments to the Labor Standards Law and the Child Care and Family Care Leave Law as well as the enacting of the Women's Active Participation Promotion Law, etc., we are taking steps to revise our personnel system and implement a system to accommodate more diverse work styles.

## Improving systems according to various ways of working

	System	Content
Employee Refreshment	Flex-time system	We introduced a flex-time system to increase time consciousness through self-management, improve efficiency and productivity, and promote work-life balance.
	Leaving work on time	Daifuku designates every Wednesday as Health Day and encourages employees to leave work on time. Daifuku promotes this through an internal communications and regularly checking offices.
	Planned paid leave system	We encourage employees to take three days of paid leave (five or more continuous days including the weekend) between June and September every year. We monitor paid leave at the company with the union and aim for 100% acquisition rate.
	Long leave system	Daifuku has introduced a long leave system so that each employee can take a maximum of 60 accumulated days of leave for volunteer activities, treatment of non-occupational injuries, childcare, family care, and nursing care.
	Refreshment leave	Daifuku grants employees 20 continuous days of leave, including Saturdays and Sundays, to employees that turn 50 years old so that they can temporarily leave their work, design their future life plan, and return refreshed to their work.

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	System	Content
Childcare support	Maternity leave (employee's childbirth)	6 weeks before childbirth (14 weeks for multiple pregnancy), 8 weeks after childbirth
	Paternity leave (spouse gives birth)	2 days when the employee's spouse gives birth
	Childcare leave system	Up to the end of the month in which the child turns 1 year old. (It is possible to extend the term up to 1 year and 6 months of age if daycare service is unavailable. The term can be extended up to 2 years of age if daycare service is still unavailable at the 1 year 6 months point.)
	System supporting early return to work after childcare leave	For employees who have returned to work early after taking childcare leave (not to exceed 11 months following childbirth) and are making use of a childcare service for a child under 1 year, we assist them with the associated costs.
	Shortened workday system	In cases where an employee is raising a child who has not yet reached the end of the third grade of elementary school, a shortened workday schedule can be applied for up to six years. (Otherwise, a flextime system with no set core time can be applied)
	Sick childcare leave	For a child in the third grade of elementary school or younger who is being treated for an illness, childcare leave can be taken for five days a year (for two or more children, 10 days a year). (earnings in full day or on an hourly basis are possible)
	Job Return Entry System	For employees who have retired for reasons of childcare, the company offers opportunities for re-employment under certain specific conditions.
	Other	We offer a system to support the cost of babysitting services, and a system offering information on entering a childcare facility or using outsourced welfare services.
Support for family care	Family care leave system	A maximum of 1 year is available to provide care for a family member
	Shortened workday system	For employees who are caring for a family member, a shortened workday program can be applied for up to three years. (Otherwise, a flextime system with no set core time can be used)
	Family care leave	5 days per family member requiring care. 10 days if the employee has 2 or more family members requiring care. (earnings in full day or on an hourly basis are possible)
	Job Return Entry System	For employees who have retired for reasons related to family health care, the company offers opportunities for re-employment under certain specific conditions.

## Average paid leave utilization rate

KPI

The expansion of "Work-Style Reform" activities throughout the company has improved the rate of taking paid holidays. We will continue to promote work-style reform in the future.

	FY2018	FY2019	FY2020	
			Target	Results
Average paid leave utilization rate	62.3%	68.7%	70.0%	71.2%

## Surveys of employee awareness

KPI

We conduct surveys of employee awareness to find the current state of employees and the Company, as well as clarify issues that need to be addressed. These surveys are anonymous questionnaires that deal with the experiences of employees (satisfaction, workload, and the potential of the Company) and their perspectives on the Company's current state (work, working environment, their superiors, and the overall company). Based on these results, we give feedback to executives and employees, which then leads to initiatives for creating a workplace where they are able to work actively, and where the organization is invigorated.

	FY2018	FY2019	FY2020	
			Target	Results
Surveys of employee awareness (overall satisfaction)	3.70	Non-target year	3.80	Not available

\* This survey is conducted through an Employee Satisfaction Survey provided by Recruit Management Solutions Co., Ltd.

\* Number approximately indicates as follows, Low: Below 3.00, Average: More than 3.00 and below 3.50, High: More than 3.50 and below 4.00, Very high: More than 4.00

\* Implemented every other year from 2017.

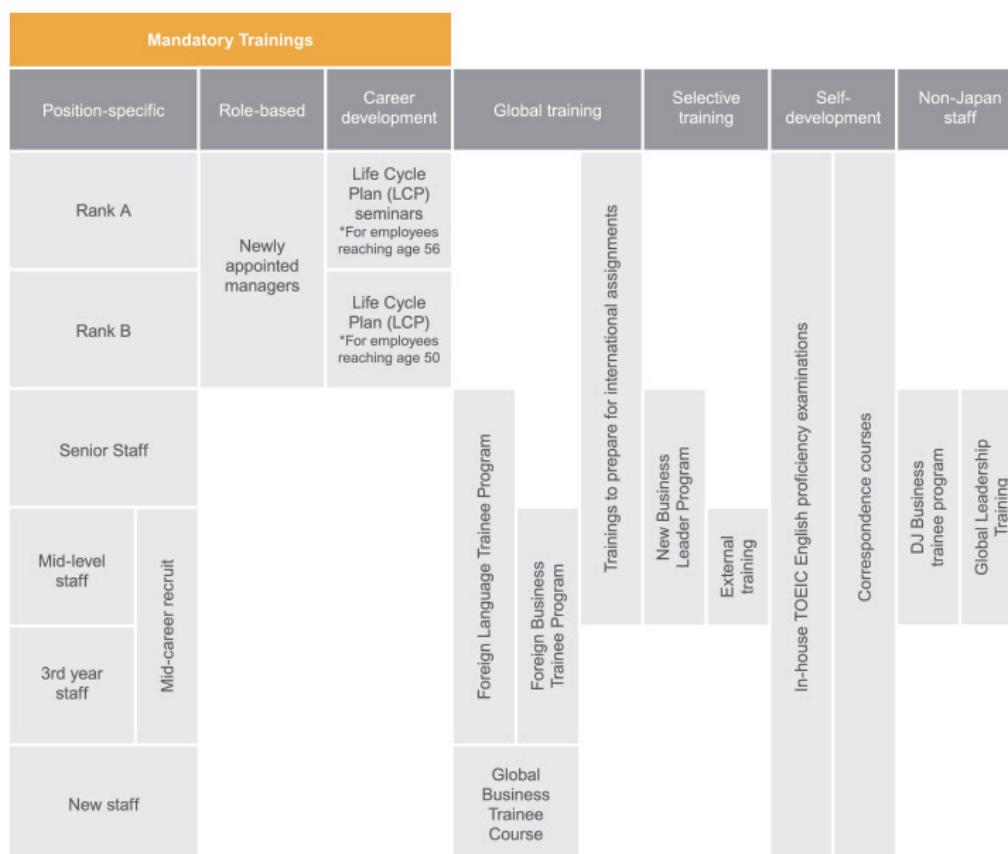
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## Personnel

To facilitate effective human resource development, Daifuku formulated human resource policies and implemented systematic, focused training programs based on these policies across the Group. In addition to position-specific training for new hires, mid-career employees, and managers, we also conduct training for a selected number of highly experienced employees. Moreover, we not only encourage employees in Japan to take the TOEIC English proficiency exam, but we also provide systems, such as a Global Business Trainee Program, to foster global talent and a workforce capable of engaging in global business.

### Daifuku HR Training System



### Number of employees who have TOEIC scores of over 600

KPI

In order to prevent the spread of COVID-19, we did not conduct a company-wide TOEIC test; TOEIC results are only available for those certified or registered for the Global Business Trainee Program, so the number of employees with scores of 600 or higher show a decrease. Considering the increasing globalization of the world, we will work on further improving the English proficiency of our employees.

	FY2018	FY2019	FY2020	
			Target	Results
Number of employees who have TOEIC scores over 600	126	166	200	74

## Number of employees certified by the Global Business Trainee Program

KPI

Considering the global impact of the pandemic, the number of new course registrants was suspended, resulting in a decrease in the number of newly certified students. We have established an overseas work course to encourage employees who are expected to conduct business overseas, and we will continue to provide support for the continuous learning of foreign languages this year.

	FY2018	FY2019	FY2020	
			Target	Results
Number of people certified	161	189	300	175

## Number of people enrolled in self-development e-learning programs

KPI

We are currently working on introducing e-Learning, mainly for language courses. We will support more employees to learn autonomously by creating an environment where they can learn anytime, anywhere.

	FY2018	FY2019	FY2020	
			Target	Results
Number of people enrolled in self-development e-learning programs	101	70	300	85

## Global Leadership Training

We refrained from implementing this program due to the pandemic.



# Safety

## Principal Initiatives

Based on the concept that safety is the ultimate priority, Daifuku promotes safety management initiatives throughout the whole group and amongst its suppliers. In order to eradicate workplace accidents, it is essential to eliminate danger in our offices, with on machinery and equipment and within on work by risk assessment, as well as by entrenching a “corporate culture that ranks the safety and health of its employees as the highest priority” through safety training education at each stage of occupational life.

## Initiative materiality and relationship to SDGs

### Materiality

- Eliminate workplace accidents and serious accidents

### CSR Action Plan KPIs and targets for 2020

- Frequency Rate: 0.19
- Severity Rate: 0.003



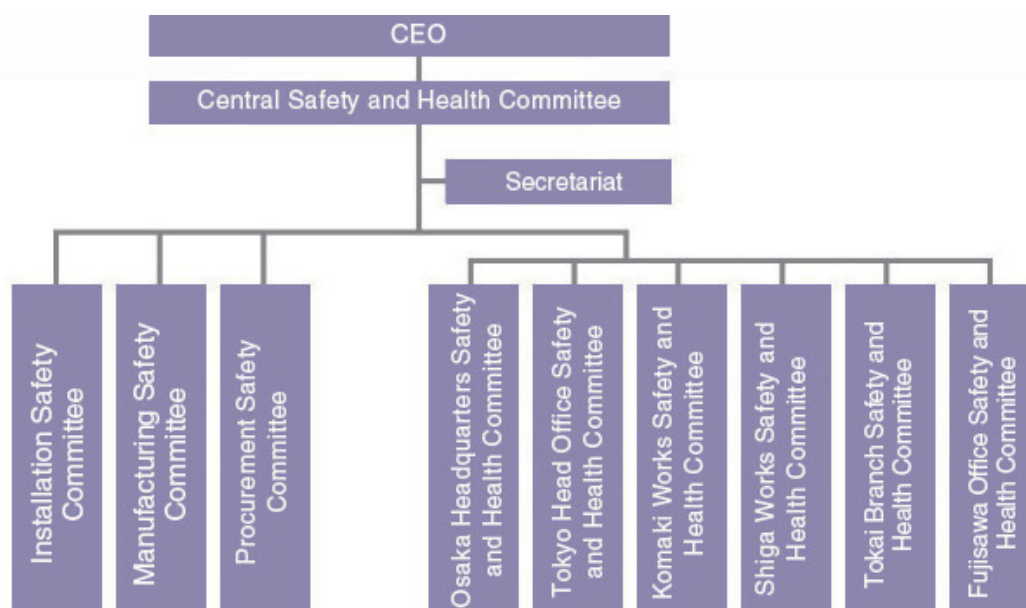
SDGs pursued by Daifuku

## Promotion Framework

Daifuku has established a Central Health and Safety Committee, which is under the direct control of the CEO. Based on the prioritization of safety above everything else, the Committee is working towards the eradication of industrial accidents. Regional Health and Safety Committees and various expert committees (construction and installation/production/procurement) have been set up under this Committee to ensure safety in all Group companies, and establish health management systems throughout the Daifuku group. Daifuku has obtained the occupational safety and health management system certification (ISO 45001) at all its major sites. We are committed to continuing our safety culture cultivated over many years, and striving to make our workplaces essentially safe by identifying all potential risks.

Also, having experienced serious accidents in the past, we are now cooperating and sharing information with our suppliers through Safety Cooperation Associations and the Health and Safety Seminar for Suppliers. Through this cooperation and information sharing with suppliers, we are aiming to achieve safety based on mutual awareness and education.

## Occupational Safety and Health Management Promotion System





## Safety Initiatives

> **KPI** (Key Performance Indicators) is an evaluation index to judge achievement of the CSR action plan. [PDF](#) (212 KB)

### Frequency rate and severity rate

**KPI**

The Daifuku Group uses an accident frequency rate and severity rate as safety management indicators. We share this and other information, and provide appropriate guidance and safety awareness to departments that need to improve their safety measures.

The target for fiscal 2020 was not achieved. There are numerous cases of inexperienced workers being involved in accidents, and insufficient safety awareness and hazard sensitivity at workplaces have led to workplace accidents. In the future, in addition to the traditional risk awareness training, we will continue to raise safety awareness by providing tiered training according to experience, and introduce safety measures including new methods such as with a digital transformation and the use of IoT to reduce the number of accidents.

**Frequency Rate:** The number of casualties per one million employee-hours worked at bases and companies. This rate indicates the frequency of accidents.

FY 2020 target: 0.19, FY 2020 result: 0.37

**Severity Rate:** The number of lost work days experienced per 1,000 work hours. This rate indicates the severity of accidents.

FY 2020 target: 0.003, FY 2020 result: 0.02

\* About change of target value

We expanded the scope of safety management in our business activities to also include subsidiaries and partner companies and revised the target figures for frequency rates and severity rates from 2018.

## Safety training

### Safety training program

Skills, awareness, and knowledge are required to work safely. Our employees take skills training courses taught by external organizations to improve their skills. They also participate in special training courses inside and outside the company to develop awareness and acquire knowledge. We provide special training in-house for operating cranes, as well as low voltage training and special training for grinding wheel handling etc.

### Safety training facility



We train employees to understand risks, maintain awareness of safety, and act safe by providing them with simulated experiences of dangers at installation and manufacturing sites. We also extend training to our partners' employees in the same manner. We have renovated the course facilities in consideration of the pandemic, and now have equipment that allows employees to maintain social distance.

### Simulation-based hazard training



Simulation-based hazard training aims to raise the safety awareness of each employee, and make up for any lack of workplace experience, by simulating dangerous situations so that employees can viscerally experience them as a direct and real threat to their workplace safety. We have started using virtual reality (VR) to also visually recreate the dangerous processes leading to industrial accidents that were difficult to simulate using existing equipment. We are using auxiliary devices that enable employees to experience the simulated shock and sensations felt during an accident.

### Safety training worldwide



Daifuku implements training on safety management, methods, risk assessment, work safety standards, and so forth, for supervisors in installation departments at Group companies in the same manner as the training implemented in Japan, to improve the level of safety management.

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## Safety activities

### Health and safety seminar for top management

To prevent workplace accidents, a high level of safety awareness in top management is important, and seminars are held every year to establish a safety oriented culture within supplier and Daifuku management. At these seminars, we are also aiming to raise awareness of safety through an award program that commends suppliers who actively carry out safety and health initiatives. The seminar was cancelled in fiscal 2020 due to the pandemic.

### Global Safety Meeting

In line with the globalization of our business we hold a Global Safety Meeting every year to exchange safety related information throughout the Daifuku Group. At this meeting, we introduce safety-focused initiatives conducted at Group companies worldwide in order to deepen the understanding of differences in working environments and to raise the standard of safety across the Daifuku Group.

### Improving health and safety



Daifuku has acquired ISO 45001 certification, an international standard, with the aim of improving our occupational health and safety performance. Using this system, Daifuku will establish a culture of safety by clarifying and continuously improving issues related to occupational health and safety throughout the organization, including not only management but also employees.

### Joint safety patrol by three affiliates



In May 2019, twelve executives from Daifuku (China) Co., Ltd., Daifuku (China) Manufacturing Co., Ltd., and Daifuku (China) Automation Co., Ltd. conducted a joint safety patrol of an automated warehouse installation at a customer site. The purpose of the patrol was to raise and highlight employee safety awareness.

### Preventing traffic accidents



Daifuku is taking physical measures to eliminate traffic accidents in company cars. Specifically, the mandatory installation of autonomous emergency brakes (AEB), back monitors, rear corner sensors, and telematics drive recorders in our entire fleet of around 900 company cars. Additionally, managers are notified via mail sent by the drive recorder when dangerous driving occurs. This enables managers to be immediately updated on the driving situation, and prevents traffic accidents from becoming a common occurrence.

### Spreading Understanding of Daily Health and Safety Standards



Daifuku believes that if each and every employee understands and acts correctly in their daily activities this will prevent occupational and traffic accidents, therefore, we created the Daily Health and Safety Standards. In order to spread understanding among all employees, e-learning was carried out three times last year, and the participation rate was 90%. For those who have not yet taken the course, we have distributed individual training materials and created an environment where all employees can become familiar with and practice health and safety.

## Occupational Health and Safety Management System Certification

Daifuku promotes certification in ISO45001 and other international standards for occupational health and safety management systems at our major production sites in Japan and overseas. Daifuku manufactures at the Shiga Works, the mother factory in Japan, and eight overseas locations that have acquired certification. The ratio of certified locations to the total number of production sites is 36%.

Certification standards	Production locations (consolidated)	Number of certified locations among total	Proportion of certified locations
ISO45001 etc.	25	9	36%

> ISO Certified Locations

# Health

## Principal Initiatives

In view of the importance of the physical and mental health of employees, Daifuku adopted the Declaration of Group Health Management in April 2018. We are implementing various health promotion policies and organize events based on health issues toward creating a more stimulating and healthy workplace environment.

### Initiative materiality and relationship to SDGs

#### Materiality

- Development of an Employee-Friendly Working Environment

#### CSR Action Plan KPIs and targets for 2020

- Diagnosis rate of lifestyle related diseases in health examinations: 45%



SDGs pursued by Daifuku

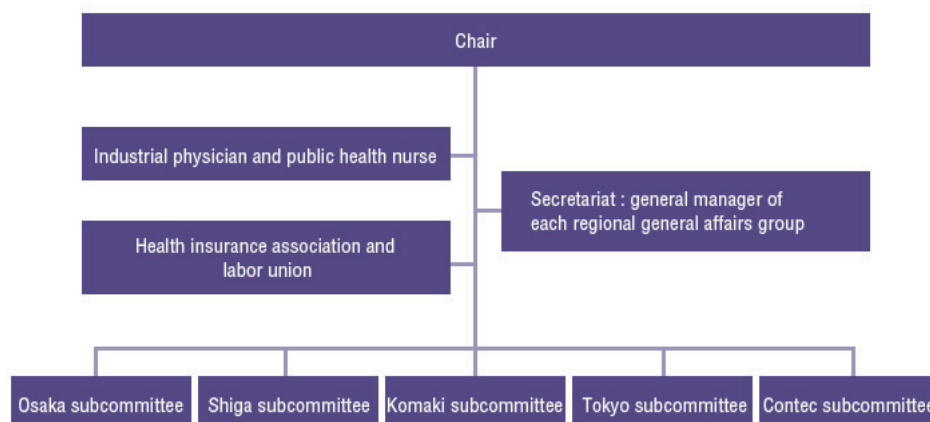
### Daifuku Group Health Management Declaration

- Daifuku continuously promote activities to maintain and increase the physical and mental health of its employees. Considering the health of all associates as fundamentals to the sustainable growth of its business.
- Daifuku strives to provide a comfortable and hygienic workplace environments with the aim of raising the quality of the work and the lives of each employee.
- Daifuku, led by the Mental and Physical Health Promotion Committee, a companywide organization encompassing corporate and industry medical practitioners and public health nurse and labor unions, promotes to raise health awareness and the work-life balance of its employees by implementing health promotion measures.

### Promotion Framework

Since 2006, the company-wide cross-organizational Mental & Physical Health Promotion Committee, chaired by the Human Resources and General Affairs division manager, has been working with industrial doctors, public health nurses and health insurance associations to organize health promotion initiatives and events at each business site.

### Mental & Physical Health Promotion Committee



## Health Initiatives

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### Diagnosis rate of lifestyle diseases in health examinations

**KPI**

Regrettably, we did not achieve our target rate. Although the criteria used by health screening organizations have changed, it cannot be denied that chronic lack of exercise is one of the causes. On the other hand, the prevalence of uric acid levels decreased from 20.6% in the previous year to 17.9%, due to a decrease in the number of opportunities to drink alcohol outside the office during the pandemic. We will continue to support the health of our employees by providing health guidance and seminars on how to form healthy habits.

	FY2018	FY2019	FY2020	
			Target	Results
Diagnosis rate of lifestyle related diseases	52.6%	55.2%	45.0%	65.0%

### Mental & physical health promotion

In fiscal 2020, we cancelled the group events and focused on online programs and walking events. Another advantage was that those who had difficulty attending group events could easily participate in the online program. We will continue to implement what we can as we can in fiscal 2021.

#### Mental health measures



Daifuku held a "Rakugo in English" event at the Tokyo Head Office, which was a performance of traditional Japanese comic storytelling, known as rakugo, rakugo in Japanese and English. The benefits of laughter on mental health are well known, and this event was aimed at providing employees with a chance to experience Japanese culture while enjoy the healing effects of having a laugh.

#### Physical health measures



Shiga Works holds a lunch walk twice a month using the promenade within the plant. In fiscal 2020, a total of 3,306 people participated in the program, and employees' health awareness has been increasing. In addition, we held a Coffeewalk event in collaboration with the Regional Revitalization Team project.

#### Exercise measures



The Komaki Works has been holding exercise seminars every Wednesday for the past five years, in an effort to eliminate a lack of exercise among employees. The seminars are designed to keep employees interested so that they continue to exercise; this includes incorporating special programs such as core training, Zumba, and Group Fight classes.

#### Dietary measures

Daifuku's employee cafeteria has developed a more nutritionally balanced menu capable of contributing to the improved health of employees through food. These continued efforts have earned the Osaka Headquarters, Shiga Works and Komaki Works cafeterias a Smart Meal Certification, an accolade available only to cafeterias that meet a defined standard for providing healthy meals and a healthy eating environment (recognized through a three-step evaluation).

## Massage room



Daifuku has set up a massage room for employees, with the aim of promoting health by focusing on recovering from fatigue and alleviating stress. We also have in-house physiotherapists available for employees to use, in an effort to expand the employment of people with disabilities. We have been offering health consultations by public health nurses and chair massages by physiotherapists, who travel to service sites in the jurisdiction of the Osaka Headquarters.

## Improvement in working environment



To guard against heatstroke and improve working conditions, we have introduced air conditioned clothing for machine operators.