

Message from the General Manager of the Human Resources & General Administration Division



We will rebuild our corporate culture and achieve a robust operational foundation to revitalize ourselves as a high-performance company that supports a sustainable society.

Naohiko Tamiya

Vice President and Executive Officer,
General Manager of the Human Resources & General Administration Division

Rebuilding a corporate culture based on “integrity” to prevent a recurrence of problems related to quality assurance

After deep reflection on misconduct related to quality assurance, the Group has been reviewing its value system, including its Corporate Creed and Corporate Philosophy, as one of four pillars to prevent any recurrence. The new value system will focus on “integrity,” which has been at the center of the system but was not explicitly stated, while we maintain the core of our commitment to quality mass production—in which our main products are industry leaders in both quality and quantity—and our Corporate Philosophy of “*Wa sureba tsuyoshi*.” We plan to share and disseminate this information to our employees in conjunction with a company renaming following capital restructuring. We have also made changes to evaluation criteria for managers, including the addition of “integrity” in the competency and goal-setting items in the goal management system. We have also reviewed our awards system. In addition to the Technology Award and the Sales Award, we have established the new Quality Award to recognize employees who have helped strengthen compliance and improve quality.

Building a safety-oriented culture and quality assurance organizational structure

Believing in “prioritizing safety and health above all else,” the Group has been working to build a safety-oriented culture. After a series of accidents in which employees were caught in equipment in November 2018, we have been promoting various disaster prevention measures. Specifically, we have been reinspecting facilities at all Group production sites and have assigned “red tags” to around 1,000 structures where fatal accidents could occur and “yellow tags” to about 12,000 structures susceptible to serious accidents. We have already completed countermeasures against facilities with red tags and are now addressing those with yellow tags. Specifically, we are implementing measures involving tangible factors, including mechanisms that prevent hands from getting caught in machines and safety devices that activate and turn off machines when a hand gets stuck. We are also taking steps involving intangible factors, such as video education sessions to ensure safe work and help employees pass on skills, and we are expanding our “Experiential Workshop” program, which gives employees a simulated experience of being caught in equipment or receiving an electrical shock. We are also investing in automation and other measures to prevent the recurrence of problems related to quality assurance.

Optimizing labor costs to build a robust operational foundation

Seeking to build a robust operational foundation, the Group is working to lower its break-even point by optimizing labor costs. Orders decreased significantly in the first half of fiscal 2020, partly due to the global spread of COVID-19, but demand is now recovering and our manufacturing sites are busy. Nevertheless, we plan to complete our labor cost optimization plan by March 2022 to create an operational foundation that will remain profitable even if sales fluctuate slightly over the medium and long terms, thus enabling employees to continue their work activities with peace of mind. We believe this will help us achieve sustainable growth and continue creating jobs well into the future.

Deepening communication with employees around the world

The Group has been working to deepen communication by such measures as, since fiscal 2020, expanding the scope of town hall-style meetings to include younger employees. Seeking to realize our Medium-Term Management Plan, which we reassessed in October 2020, we are currently revitalizing communication with employees around the world via web conferences with the aims of sharing and implementing management policies and strategies across the entire Group. Whenever an important business decision is made, top management explains the Group’s ideas and plans in English or Japanese to employees in Japan, the United States, Europe, China, and the rest of Asia, and also holds question-and-answer sessions. In addition, questions and opinions received via the Group’s intranet are shared among all executive officers to provide feedback to management.

Measures that consider workstyles in the post-COVID-19 world

As the impact of COVID-19 grows, the Group is fully introducing telecommuting at its Head Office and branch offices in major metropolitan areas to keep the number of employees going to work below 30%. We are also emphasizing safe, secure, and efficient workstyles at our factories. Initially, overtime hours increased temporarily due to delays in establishing an online environment, but with the support of our IT department, the situation is now improving, as employees become more accustomed to working online. In October 2020, meanwhile, we established the Post-COVID-19 Study Committee to review workstyles on the premise of a work attendance rate of 40% or less even after COVID-19, with a focus on telecommuting. The committee is also working to eliminate job transfers that separate family members, enhance workplace communication in online environments, support the development of telecommuting, and introduce online interviews with public health nurses.

Innovation through diversity

The Group is committed to creating innovation through diversity and inclusion not only for gender, nationality, and age but also for experience and mind-set. As a first step, we have been focusing on the advancement of women, and with advice from outside directors, we have been expanding and upgrading our structures, spearheaded by the Hitachi Metals Group Diversity Promotion Council. These efforts have been recognized by society as well. For example, we were selected as a Nadeshiko Brand, a company that encourages women’s success in the workplace, by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. We also received 3-star Eruboshi Certification, which recognizes excellent companies on the basis of the Act on Promotion of Women’s Participation and Advancement in the Workplace. Even in the post-COVID-19 era, we will pursue flexible workstyles unrestricted by time and location. Our aim is to provide environments where diverse human resources can produce better results, which will lead to the creation of innovation.