

## What are ES improvement activities? We will support you in solving problems on the job site.

JATCO is involved in a variety of activities aimed at solving problems. This time, we will introduce "ES improvement activities." ES stands for Employee Satisfaction and is an indicator of how satisfied employees are with their work environment. JATCO began its activities in June 2011 with the aim of improving ES. We spoke with Mr. Ishii and Mr. Watanabe from the JEPS Management Department, who are secretariat members of the ES Improvement Committee, which mainly resolves problems in the production department, and Mr. Hirano from the Safety and Health Management Department, who is an actual implementing member.

Watanabe, JEPS General Affairs Department

In 2011, Honda-san (current chairman) commented that "ES is a company's barometer, so I want everyone to take it seriously," and activities were carried out centering on Murakami-san, who established the ES Secretariat. I took over the position when Murakami-san retired, and this year marks my fourth year in the position. We in the JEPS General Affairs Department serve as the secretariat, and the ES Improvement Committee meets once a month to discuss and decide on cross-departmental activities, check the progress of club activities, introduce club activities, discuss proposals from the field, and plan original ES surveys. If a problem cannot be resolved within the section or group, it is passed on to the next department, then division, and any items that cannot be resolved within each department are brought up to a higher level to be resolved.



Watanabe-san from the ES Improvement Committee Secretariat

Please convey your requests for improvement through your supervisor or by putting them in a "suggestion box." Last year there were 34 cases, and half of them, 17, were closed. There were 13 closures in fiscal 2023, so it seems that requests are gradually increasing, mainly for facility improvements. One of the most memorable things I have done so far is change employee burden for work clothes from 50% to 30%. There were cases where overseas bases provided the equipment free of charge, albeit under certain conditions, so we consulted with the Human Resources and General Affairs Department and continued to consider the possibility. In the end, the factory manager and others said that it was a good idea. The other project is the widening of the east gate in District 1. The East Gate is narrow and has a small roof, so in response to comments such as "you can't get through without holding your umbrella and you get wet in the rain," we carried out work to widen the gate. As a result, we received feedback such as, "Thank you so much, I no longer get wet." ES improvement activities themselves are not a serious organization, so we want people to feel free to speak up. To that end, I would like to work hard to respond quickly to any issues that arise. To be honest, when I first took over from Mr. Murakami I didn't think much of it, but it turns out to be a lot of work, and if we don't take action on the feedback we receive, we get requests to check on progress and urge us to act.

In addition, we hold the JATCO Clean Up Excitement Contest at the end of each

year with the goal of raising awareness of beautification by creating a pleasant, clean workplace that employees want to come to every day and that will please people outside the company, leading to improved employee satisfaction and human resource development for all employees. After discussions with the executives and department heads, the top prize for last year was awarded to the beautification initiative "Repainting Yoshitomi Station" carried out by JATCO Yagi Plant and Nantan City.



The award ceremony for the Beautification Contest

I went to Nissan Motors for a benchmarking session some time ago, and it seemed to me that they were far ahead of the rest. We also visited Komatsu Ltd. and Yamaha Motor Electronics to learn more about their efforts. As with any company, the area where customers are welcomed is kept nice and clean. JATCO is not far behind, but I would like to see them improve a bit more in the areas that catch our eye.

#### ユニホームの価格改定

海外拠点をベンチマークに、  
自己負担5割→3割に変更

#### 富士地区駐車場の整備

東側通路に雨天  
時できる凸凹を  
解消



#### 富士1地区東門の拡幅

雨天時に傘をさして  
通れないことを解消



#### Improvement examples (partial)

#### **Ishii-san, JEPS General Affairs Department**

I was transferred to the JEPS Management Department in 2021, but Watanabe was already moving things forward with agility, and I only became involved in April of this year. The number of projects is gradually increasing, and when I have any problems, such as concerns about costs, I consult with Kikuoka-san, General Manager of the JEPS General Affairs Department. It started in 2011 with a big call from Honda-san and is based on the idea that "we will improve the work environment with our own hands." However, if that is not possible, the higher-ups will take on the task, and I would like to maintain this spirit and make things even a little brighter. I think it's best to work with various departments and have fun doing it, rather than feeling like you're being forced to do it.



Ishii-san, who will be in charge from April this year

**Hirano-san, Safety and Health Management Department**

About two years ago, Mr. Mishima, who was the factory manager at the time, said, "Let's do something about the heat!" He called out to me, ``Hey!" Between April and May of this year, we asked the beautification team to install 300 sheets of film at two factories in one area. This resulted in a temperature change of 4-5°C. It is best to have rest areas as close to the work site as possible, so in one area the hand-washing area is used as a rest area. One positive comment was, "It's gotten cooler thanks to the film being applied." In the future, we plan to prioritize and install stickers at one factory in addition to the other two.





#### Main heat countermeasures for two factories in one district

We also installed evaporative coolers in break areas and large fans in particularly hot areas of the factory. By placing it in the location where heat is most likely to accumulate, the air will not stagnate and will flow from south to north. Additionally, combining a spot cooler with a jet fan allows for a wider distribution of cool air. We continue to take precautions, such as providing employees with Cool Fan vests.



We had Hirano-san wear the Cool Fan Vest, and it was so much cooler.

We will not be satisfied with the current situation and will continue to listen to the voices of those on the ground and consider our next steps!



We'll keep trying my best to improve our ES!