

Our People

Creating an Environment Where Diverse Talent Can Take the Initiative to Create Value That Solves Societal Issues

Epson is committed to contributing to the resolution of social issues through business based on Purpose and Epson Way for the enhancement of corporate value and sustainable growth over the medium to long term. To achieve this, it is necessary to expand and create business through "Environment," "DX," and "Co-Creation" initiatives in line with the business domain-specific positioning, strategies, and policies defined in the long-term vision "Epson 25 Renewed."

The foundation of these activities is human resources. Based on its medium-term human resources strategy, Epson is actively recruiting a diverse range of human resources and promoting career development and human resources training for internal human resources while focusing on allocating these human resources to growth areas and building an optimal formation from a global perspective. In addition, Epson is actively working to create an organizational culture and working environment that makes the most of diverse human resources, health and productivity management and other initiatives to increase employee engagement, revitalize the organization, and maximize teamwork

Through these efforts, Epson hopes to achieve both the growth of business and the growth of each and every employee, and to realize its Purpose: "Enriching and coloring people and the Earth with value created from 'saving, smallness, and precision'."



Yosuke Takakura
Executive Officer
General Administrative
Manager Human Capital &
Well-Being Management
Division

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Human Resource Strategy

Basic approach to human resource strategy



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Human Resources Management



Basic Approach to Human Resource Strategy

Epson is a company that was born and raised in Shinshu. While still having the core functions and foundation of business operations in Shinshu, we are expanding our business globally by establishing R&D, production, and sales bases in overseas countries and regions that account for approximately 80% of sales revenue and more than 70% of the number of employees. Therefore, at Epson, the essence of our human resources strategy is to actively acquire external human resources and achieve diversity, overcome fierce global competition, and build a human resource base to achieve management goals and business growth, while turning local employment and relatively long-term employment into strengths. Specifically, the following are the key points.

- We will accurately grasp various customer needs and promote business reform and innovation to respond quickly and flexibly. To this end, we will actively acquire specialists from outside the Company in growth and new fields in addition to highly specialized fields, as well as management personnel who can work from a managerial perspective. We will also provide our own staff with specialized training and conversion training to focus on areas to be strengthened and build optimal formations from a global perspective.
- As a company where people continue to grow and develop their careers autonomously over a long-term time horizon, Epson will provide various training programs, reskilling, rotations, internal recruitment systems, and other opportunities to take on new challenges, thereby enhancing each employee's ability to respond to changes in the internal and external environment. In addition, to build an optimal formation from a global perspective, we will develop and assign human resources who can work globally, including overseas personnel.
- Foster an organizational culture in which human resources with diverse abilities, skills, and personalities can think and act on their own, enhance the creativity of the entire organization, and realize innovation, while continuing to take on positive challenges without fear of failure. In addition, we will work to create a working environment that takes advantage of our position as a regional company, and through these efforts, we will increase employee engagement and maximize the teamwork of the organization.

Epson's Human Resources Strategy Overview of Initiatives

Epson will enhance employee autonomy and responsiveness to changes in the environment, improve employee motivation and engagement, promote the activities of human resources that create value, and foster an organizational culture that continues to take on challenges in a positive manner without fear of failure. By doing so, we aim to maximize the value of our human resources and contribute to the enhancement of our corporate value over the medium to long term, and are developing a human resources strategy based on human capital management and well-being management.

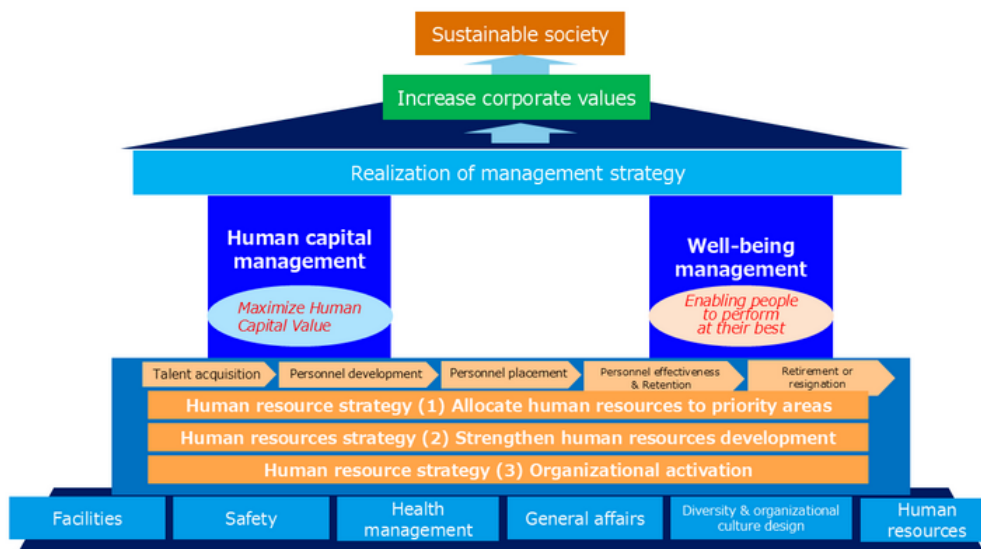


Image of Human Resources We Seek

To execute business and realize its management strategy, Epson needs human resources who can respond quickly to change with a broad perspective and a high level of expertise, and create customer value independently and autonomously from the customer's perspective, based on the penetration of Purpose, Epson Way, and the shared direction of business set forth in the long-term vision. We are developing a global HR portfolio to compensate for Japan's declining birthrate and shrinking labor pool. In FY2024, 70% of our operations divisions and corporate divisions finished visualizing their current (as-is) human resource portfolio by defining human resource requirements in terms of skills, knowledge, and behavioral characteristics. In FY2025, the remaining operations divisions and corporate divisions will complete their as-is portfolios as soon as possible. The next step is to visualize the desired (to-be) human resource portfolio in parallel with the formulation of the management strategies in the upcoming long-term corporate vision so that we can identify gaps between the current and future portfolios in terms of both quantity and quality. We will then fill those gaps by recruiting, reskilling, and shifting people as needed to execute the management strategies, build an optimal personnel structure, and formulate a human resource strategy that will contribute to the realization of our medium- to long-term business strategy.

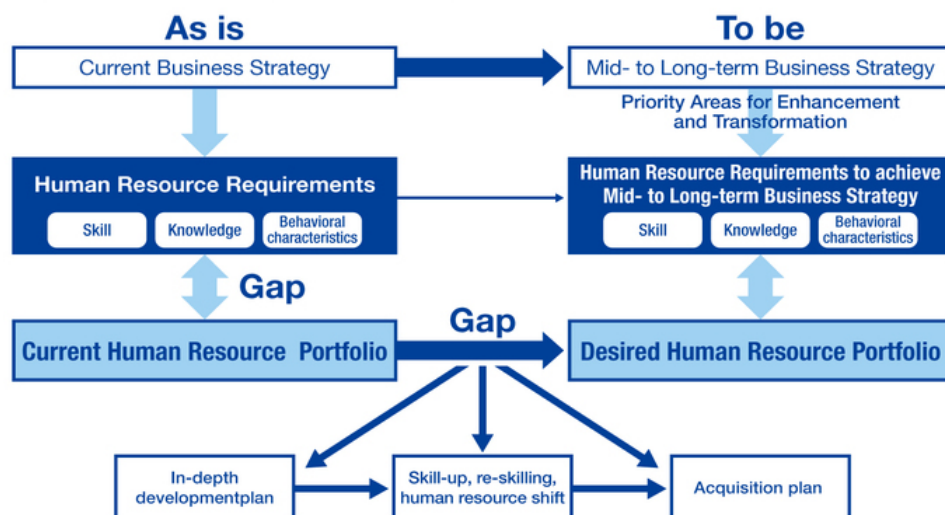
Human Resource Portfolio

Using the as-is and to-be talent portfolios, we identify gaps in the quality and quantity of the talent required to formulate and execute business strategies and establish new business models, primarily from the perspective of skills and behavioral characteristics.

In response, we refer to the skill level map of our members and determine whether the needs can be met through skill development, reskilling, or resource shifting, or whether we need to acquire external talent.

We also envision using the talent portfolio to encourage communication between managers and employees, leading to employees' own voluntary learning and growth.

Initiatives of Human Resource Portfolio



Human Resources Management

Allocating Human Resources to Priority Areas

Epson formulates staffing plans based on forecasts of the future changes in its workforce structure and the workforce needs to realize its business strategies. We plan to steadily hire more than 350 new graduates and mid-career workers combined each year over the medium term.

We strategically allocate personnel to growth areas such as printing (office, commercial and industrial) and new areas such as environmental business and environmental technology. In addition, we are actively upskilling and reskilling employees to prepare them for different roles in priority areas. At the same time, we are clearly defining our talent requirements and recruiting external professionals, including management personnel and specialists in digital transformation (DX), to strengthen our organizational capabilities. In FY2024, 380 out of a total of 549 employees (including new graduates, mid-career hires, and employees transitioning to new jobs) were assigned to priority areas.

In addition to recruiting the numbers we need, we are looking to increase diversity and are actively recruiting women, seniors, persons with disabilities, and foreign nationals. We have set a hiring goal of 25% women for new graduates. Employment of foreign nationals will be examined from multiple angles. Some foreign nationals will be hired in Japan. Others may be brought over from our overseas subsidiaries. Things will be looked at from a site strategy perspective, as well. We have already transferred some printer design functions to a Group company in Indonesia.

Number of Hires

	FY2020	FY2021	FY2022	FY2023	FY2024	Targets
New graduates	344	200	250	344	373	Continue to hire over 350 people each fiscal year ¹
Mid-career	30	48	241	204	70	

¹Total number of new graduates who joined the Company on April 1 of each fiscal year and the number of mid-career hires in each fiscal year

Placement to Priority Areas

	FY2021-2023 Total	FY2024 Plan	FY2024 Result

Human Resource Development

Approach ▼

Human Resource Development
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FY2024 Training Data ▼

Approach

To execute our business strategies and achieve our plans, we need to embed purpose and the Epson Way throughout the workforce. We need people who understand and embrace the strategic goals set forth in the corporate vision. We need people who have a broad perspective, professional expertise, and the ability to quickly adapt to change. We need people with a customer perspective who can take initiative and autonomously create customer value.

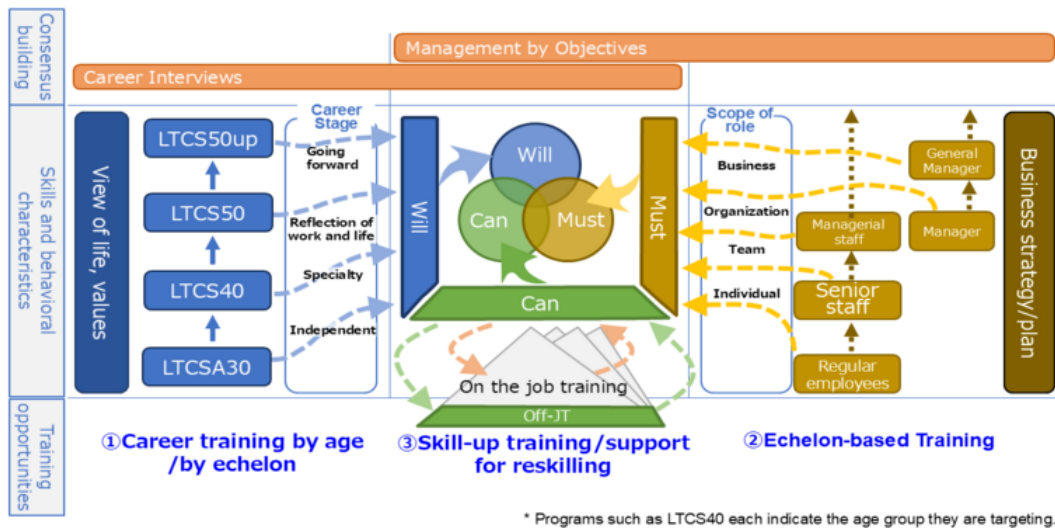
Epson wants its people to shape their own careers and continue to grow over the long term. To this end, we provide on-the-job training (OJT) and, on top of that, specialized training and education tailored for different echelons. We also provide opportunities for challenges, such as reskilling, rotation, and internal recruitment, so that employees can better respond to changes in the internal and external environments. In addition, we are working to develop human resources who can play an active role globally in order to put us in the best position for success from a global perspective.

Human Resource Development Initiatives

Training for Career Development and Growth

Epson aims to be a company where people can develop their careers autonomously and continue to grow over a long-term time horizon.

To support the career development and growth of each employee, we have created a training system concept using the "Will, Can, Must" framework. It consists of three major training categories: (1) age- and rank-based career training, (2) echelon-based training, and (3) skills training and reskilling support. By linking training and systems to "Will, Can, and Must" respectively, we aim to enhance the effectiveness of learning and increase employee satisfaction and motivation for growth.



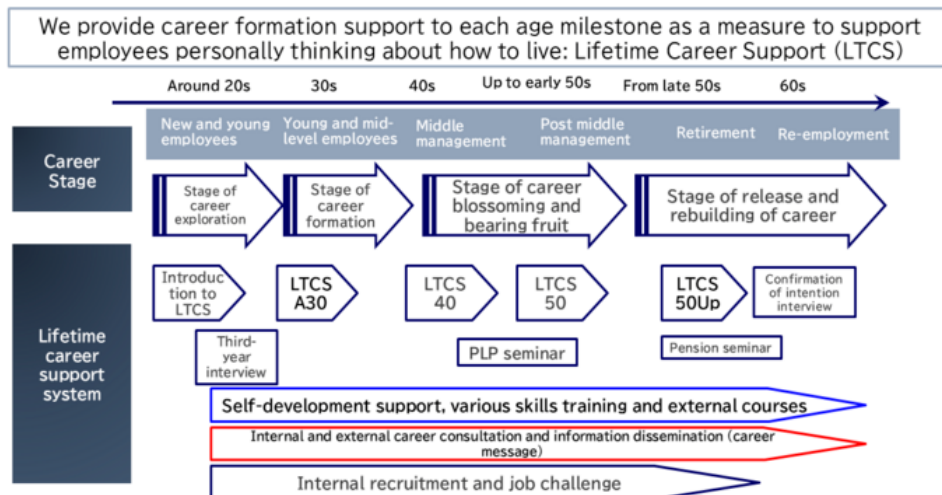
(1) Career Training by Age and Level

Epson is continually working to create an organization where people can grow, and we support employees in building careers that give them a sense of accomplishment and growth.

In addition to developing the skills to quickly respond to shifts in business strategies and changes in the environment, we also provide "Lifetime Career Support Training" (LTCS) tailored to each age group and rank at each age milestone, so that employees can think about the career they want to pursue from a medium- to long-term perspective and take the initiative to work towards achieving that goal.

●Fiscal 2024 results

LTCS50UP training (for company-wide aged 55): 381 people (total of 773 people by fiscal 2024)
 LTCS50 training (for company-wide aged 50): 325 people (3,197 people by fiscal 2024)
 LTCS40 training (for company-wide aged 40): 175 people (2,041 people by fiscal 2024)
 LTCSA30 training (for employees around 30 years old): 159 people (196 people by fiscal 2024)
 LTCS introductory course (conducted as part of new employee training) 377 people



Interviews with Third-year Employees

The Human Resources Department interviews young employees who joined the company right out of school and are in their third year with the company to help them quickly improve their effectiveness and to encourage retention. The goal is to enhance the engagement of individuals with their work and workplace by listening to their concerns regarding their job, work environment, and personal career development, and by providing support, including within the workplace.

(2) Echelon-based Training

Managers and Leaders

Supervisor management and communication in the workplace play an extremely important role in ensuring that employees thrive and grow.

For managers, we provide a variety of content to learn management skills through training for new managers, department managers, and 1 on 1 communication training, as well as through partnerships with external organizations.

Before being appointed to a managerial position, employees are required to take a "Management practices course" to understand the roles and acquire the requirements of the "business axis" and "behavioral axis" required for managerial positions.

The "Business Axis" is training in skills to correctly understand the objectives of management strategies and respond quickly, flexibly, and appropriately to changes in the internal and external environment, while the "Behavioral Axis" is training in skills to develop and support the growth of team members by deploying the roles to be played by organizations and individuals to realize strategies and assigning the right personnel.

We also offer F1, F2, and F3 training as selective training programs.

In F1 training, candidates for the next board of directors learn skills to become managers with other candidates at the same level. F2 training is for general managers and section managers to acquire practical skills to become the next generation of business managers, and F3 training is a practical training program in which participants learn the basics of business and actually make business proposals. Through these programs, the next generation of leaders, including those of group companies, are being developed.

New Employees

Epson positions the first year of employment as a period of training for new employees to acquire a basic attitude toward work and how to perform their work.

During the first three weeks after joining Epson, group training is provided to new employees at Epson Group companies in Japan to help them acquire the following

Understand and practice the behavior expected of Epson employees.

- To learn the attitude and mindset of manufacturing, which is the foundation of "saving, small, and precise technology.

To realize the importance of working together as a team.

Training ranges from lectures on the Epson Global Code of Conduct to hands-on training in manufacturing. New employees learn the importance and enjoyment of working in teams, through group activities that take place throughout the training period.

After they complete group training, new employees are sent to the department where they have been assigned. There they learn their job through on-the-job training under a mentor. Mentors are usually selected from among young employees with three to five years of experience. They produce training plans tailored to the individuals they will be mentoring and, for a full year, provide them with the support they will need to stand on their own. Mentors themselves are expected to grow through this experience.

At the end of the first year, the new employees gather again for follow-up group training, where they can observe how they and others have grown and developed. To further solidify the foundation they have built as a business professional, they review the previous year and consider action plans for the next year and beyond to achieve further growth and expand their contributions to the company.



Training to think about customer satisfaction

(3) Skills Training and Reskilling Support

Our reskilling efforts are designed to support employees' desire to continue to grow and develop their careers autonomously, as well as to enhance their skills and strengthen their ability to respond to change.

Based on the acquisition of business core skills such as basic OA skills, logical thinking, and dialogue skills, we offer a wide range of specialized training programs tailored to the job and position.

We also support skill development through individual self-development by providing external training sites and subsidizing qualification acquisition and correspondence courses.

Training System

Training system (echelon-based, upskilling and reskilling)

						(Executives)		F1					
Management simulation (Accounting basic)	Marketing basic (Customer value creation basic)				Anger management	(management level)	New GMs training		1on1 communication	Global incubation seminar	LTCS50 up LTCS50		
							Follow-up training New managers training						
							Senior staff training	F3	Coaching	Overseas training	LCTS40 LTCSA30		
OA Basic: (Excel)		Logical thinking training	Facilitation skills	Presentation skills	Management by objectives	C-grade training	Management practices course Assistant managers training						
							New-hire training	On-the-Job Training Leaders					
Basic business knowledge		Logical thinking	Communication		Self-management	Stage	Position	Future Leaders	Management skill	Global	Lifetime career		
Business core skills (Transferrable skills)						Echelon-based					Career support		
Ability to think things through			Ability to work in a team			Initiative development							

Overseas Dispatch of Young Employees

Epson operates globally, with R&D, production, and sales sites around the world. More than 80% of our revenue and 70% of our employees are overseas. We send young employees to live and work at our overseas affiliates to gain work experience and develop cross-cultural competence, so that they can be active on the global stage in the future. (Overseas Trainee System)

Although the program was temporarily suspended due to COVID-19, it resumed in FY2022 for the first time in three years, and 27 employees were dispatched in FY23 and 26 in FY2024.

Number of Employees Assigned to Overseas Training Programs

	FY2017	FY2018	FY2019	FY2022	FY2023	FY2024
Number of people	28	22	13	1	27	26

[Global Talent Development and Engagement](#) ➡

Rotation and Internal Recruitment

Epson emphasizes job rotation as a way to broaden the range of skills, experience, and knowledge of employees so that they can continue to grow and shape their own careers, better adapt to internal and external environmental changes, and contribute to the effective and efficient operation of the value chain. We have set a rotation rate target of 15% or more. Rotations have been made a requirement for promotion and an objective in management evaluations. We are also systematizing training for personnel moving into new roles.

In addition, we have positioned the internal recruitment system as an important means of developing human resources who are willing to take on new challenges, broaden their perspectives, and enhance their skills by experiencing a wide range of work and workplaces.

Rotation Rate

	FY2020	FY2021	FY2022	FY2023	FY2024	Target

Rotation Rate	7.3%	9.0%	10.0%	10.1%	10.1%	15% or more each fiscal year
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Internal Recruitment Results

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of applicants	148	378	293	325	236
Number of transferees using this system	12	217	201	176	133

Management by Objectives

Epson has used a management by objectives system for more than 30 years. All employees are subject to the system. Managers and their subordinates work together to set objectives on which they can both agree. Progress toward the objectives is periodically reviewed, end results are evaluated, and new, higher objectives are set. The management by objectives system is itself an on-the-job human resource training system. It is a win-win development cycle in which individual growth leads to the growth of the organization and the company.

Creating Value That Exceeds Customer Expectations and the Monozukuri Juku

Epson's Monozukuri Juku, or Manufacturing School, aims to enhance the customer value we create. To this end, we teach our personnel basic technology and skills and have them experience monozukuri (the art and science of manufacturing) by performing specific manufacturing tasks step by step. This helps them tackle jobs from different angles. To give a specific example, employees learn the basics of component processing technology (molding and pressing). Once they learn these, employees have the skills to make the various parts that go into a product. Employees also learn by mastering essential skills for making production lines more efficient (e.g., automating lines or operating them with fewer staff).

In addition, we contribute to the community and society by giving practical training for new employees of local businesses, offering corporate experiences to junior and senior high school students, and providing instruction for technical skill trainings. We also send experts abroad to take part in official development assistance for building technical skill evaluation systems at the request of the Japanese Ministry of Health, Labour and Welfare.



Developing Human Resources to Support Company-wide Production Strategies

In recent years, the manufacturing industry has been facing serious supply and logistics risks due to uncertain factors such as geopolitical risks, natural disasters, and pandemics, in addition to global wage increases and human resource shortages. It is becoming increasingly difficult to respond flexibly to these rapid changes in the environment with a production system based on

abundant labor and concentrated production in specific regions, as has been the case in the past. In light of this situation, Epson has set forth in "Epson 25 Renewed" the promotion of smart factories through automation and digitalization, as well as the strengthening of decentralized production and near-consumption area production.

In order to realize such flexible, efficient, and global manufacturing, it is important to develop engineers who support the manufacturing value chain. Monozukuri Juku At MHI, we hold more than 300 training sessions a year to foster engineers in a variety of fields, including mechanical drafting and measurement necessary for equipment manufacturing, as well as training to acquire machining skills.

In addition, to foster engineers who will promote automation, we have established a curriculum that includes "basic mechatronics training" to learn elemental technologies such as pneumatic and electrical control and the basics of equipment assembly and adjustment, as well as "FA robot training," "image processing training," and "practical mechatronics training" to acquire more practical technologies and skills. We provide our employees with opportunities to learn.

In addition to training engineers in Japan, we are also developing manufacturing and machine maintenance leaders at our overseas manufacturing sites overseas affiliate based on the domestic training program. In addition to local training, we also utilize a remote training system established for periods when overseas business trips are difficult, to provide necessary training in a timely manner. Through these efforts, we are promoting optimal human resource development and improving the level of process management at each of our overseas subsidiaries so that they can respond to company-wide production strategies such as decentralized production.



Training engineers at an overseas affiliate (Philippines)



Remote training

Developing Young Technicians through National Skills Competitions

Epson, a manufacturing company, utilizes Technical Olympics training to develop "sharp technicians"¹ who have acquired the knowledge and skills necessary for manufacturing at an early stage. Trainees are allowed to compete in the WorldSkills competition up to two consecutive times starting in their second year with the company, with the aim of acquiring national-level skills through short-term, intensive training. The seven categories of competition are "precision equipment assembly," "plastic molds," "mechatronics," "electronics assembly," "autonomous mobile robots," "web design," and "watch repair," all of which can be applied to real work.

New employees assigned to Monozukuri Juku as WorldSkills trainees experience the basics of "manufacturing" through sanding and sawblade cutting, and learn basic mechanical and electrical knowledge for each job category. In addition to the daily job-specific training, reinforcement training is held three times a year to strengthen physical fitness and set goals to foster a sense of solidarity as a team.

In addition, in anticipation of the national competition, we hold joint training sessions with other companies participating in the WorldSkills competition and actively promote the acquisition of national qualifications such as machining technician, electronic device assembly technician, web design technician, and watch repair technician. After completing the WorldSkills training, the trainees are assigned to the business department, where they undergo applied training to shift from the basic skills developed in the WorldSkills training to skills for product manufacturing. The recipients have been highly praised for their activities that exceeded their expectations.

¹Skilled workers with the ability to break through precedents and create innovative technologies and systems



Everyday training



62nd National Skills Competition

FY2024 Training Data

Main Online Courses (Japan)

Course Name	Course Takers
e-International Trade Control for all employees (2024)	19,055
e-Environmental Basic Education 2024	20,988
e-Epson Compliance (2024)	20,971
e-Information Security Basics (2024)	21,249
e-Procurement Basics_Procurement Compliance Law (2024)	18,365
e-Harassment Prevention Education (2024)	20,834
e-Occupational Health and Safety Training (2024)	18,416

*Number of participants by the end of March 2025 (Seiko Epson Corporation and domestic affiliates)

Training by Echelon

Course Name	Who	Course Takers	Percent
New employee orientation	New hires	373	100%
C-level employee training	New C-level staff	356 people	98.0%
Senior staff training	New senior staff	279 people	93.6%
Section manager training	New section managers	135 persons	89.0%
General manager training	New general managers	42 people	93.3%

* Data for participation in training courses by echelon at Seiko Epson Corporation are current as of March 31, 2025.

* Those who have not yet taken the training are scheduled to take it in FY2025

* SSF is senior staff (team leader level, not position)

Training Hours

	Unit	FY2021	FY2022	FY2023	FY2024
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Training by regular employee	Hours	20.9	21.5	34.2	27.7
Total training hours	Hours	228,696	235,910	375,219	321,351

* Hours spent by Seiko Epson Corporation regular employees in group training and in taking online courses

Financial Assistance Provided in FY2024

Financial Assistance for	Cases
Acquisition of self-development qualifications	309 cases
Self-development correspondence courses	256 cases
Acquisition of work-related qualifications (fully subsidized)	581 cases

(All numbers are total numbers)

Organizational Culture

- Approach ▼
- Employee Engagement Survey ▼
- Instilling Organizational Culture ▼

Approach

Epson believes that a diverse workforce of independent thinkers and doers will enable the organization to continue to take on challenges, respond to environmental changes, and achieve greater results. To this end, we are promoting the advancement of people who create value and are aiming to establish a corporate culture in which people continue to take on challenges without fear of failure.

Employee Engagement Survey

The results of the company-wide engagement survey conducted since FY2022 show that there is a foundation of trust in the organization and that employees will act if instructed to do so by their superiors. On the other hand, it has become clear that there are many issues that need to be addressed in order to realize an independent (self-driven) organization in which individuals take the initiative to resolve organizational issues. We have identified three areas of focus working toward this: embedding our corporate philosophy and fostering personal ownership, enhancing a mindset for transformation and an outward-looking perspective, and promoting personal growth and a sense of contribution through work.

We believe that strengthening management skills in the workplace is particularly important for these improvements. We are therefore sharing management information, conducting activities to instill the corporate philosophy, providing 1-on-1 training, reviewing training systems for managers, introducing subscription-based educational content, posting case studies on the intranet, establishing consultation services for managers, and providing individual workplace support.

As a result of these efforts, the overall company rating improved from B (the sixth highest of 11 levels) in FY2022 to BB (the fifth highest) in FY2023 and FY2024. We are making progress toward increasing productivity by developing human resources who are independent thinkers and doers and by building strong relationships of trust in the workplace to strengthen organizational capabilities.

We believe that a diverse workforce of self-motivated individuals will continue to take on challenges as an organization, enabling the company to respond to environmental changes at a high level and achieve greater results. To this end, we will further promote the active participation of human resources who create value and foster a corporate culture in which employees are not afraid to fail and continue to take on challenges.

Employee Engagement Survey Results and Targets

Company-wide Indicators		FY2022	FY2023	FY2024	Target (End of FY2025)
Overall rating		B	BB	BB	A
	Score	51.8	52.9	52.2	58.0

Number of D-rank workplaces (units/sections) *		47	45	36	0
Sub-items	Job areas	3.2	3.3	3.3	3.6
	External adaption	3,2	3.2	3.2	3.6
	Activities for change	3.1	3.2	3.3	3.6

* Rank

A: Strong, trusting relationship

B: Trusting relationship; can communicate to resolve issues

C: Uncertain relationship

D: Relationship has deteriorated

Instilling Organizational Culture

Action Policy

To leverage diversity and instill a positive culture, we carry out activities that encourage employees to change their mindset and behavior. Diversity, equity & inclusion (DE&I) initiatives are a component of this and are being pursued throughout the Epson Group.

The specific activities are as follows:

Form of Involvement

Diversity Management Training

In FY2021, all managers in the Group were required to take diversity and management training to promote a change in mindset. Since FY2022, we have incorporated the elements of this training into the annual new section manager training and have conducted training on the content that is a priority in our initiatives.

FY2022: Work in life for managers themselves

FY2023: Balancing work and caregiving

FY2024: The necessary first step for the advancement of people with disabilities

Diversity Fairs

We hold diversity fairs for company-wide with the aim of providing an opportunity to think about the meaning and importance of diversity and organizational culture change at Seiko Epson. The diversity fair in FY2024 was our fifth. It focused on the question of what it will take to leverage the power of diversity and make Epson stronger. There were lectures by Epson Group leaders, celebrities, and executive management from other companies, an event for parents and children to learn about diversity, a training session on balancing work and caregiving, and a haiku contest in which anyone could easily participate.

Sharing information with the public on a specially created diversity website

A special web page titled "Diversity and Inclusion at Epson" provides information about our initiatives, as well as the thoughts and background behind them. The page also includes employee testimonials, reports on events held both inside and outside the company, and information on external evaluations and certifications.

[Diversity Initiatives](#) ➔

Diversity Council

The Seiko Epson Group in Japan has been holding meetings of the Diversity Promotion Council since November 2021 to share information and exchange ideas on diversity and organizational culture change.

Diversity

Approach ▼

Concrete Actions ▼

Advancement of People with Disabilities ▼

Global Talent Development and Engagement ▼

Workforce Composition and Service Period ▼



Approach

Empowering Diversity, Creating Value

Since its founding, Epson has been guided by a spirit of creativity and challenge. We attract talent from around the world with diverse backgrounds and perspectives. Our people take ownership of their roles and projects, actively contributing to the creation of value. We believe that embracing diversity enhances our organizational creativity and serves as a driving force for the sustainable growth of our corporate value.

Concrete Actions

Issues	Strategic Direction of Initiatives	Key Actions
Gender equality	Enable all employees to fully demonstrate their abilities regardless of gender. Eliminate existing gender gaps and avoid creating new ones by motivating women to seek advancement and by promoting a company-wide shift in mindset, particularly among management.	• Career training for women leaders - Discussions with the CEO - Discussions with internal and external role models • Career support for veteran women employees - Individual career training - Skills training - Seminars on thesis composition and interviews for promotion • Mentoring program for young women • Develop future manager through internal and external training. • Diversity management training for new managers • Group-wide diversity leader meetings and the Diversity Council among Group companies in Japan

Advancement of people with disabilities	Enable people to contribute to the company's performance by taking on challenges and continuing to grow regardless of whether they have disabilities. Achieve a 3.0% real employment rate of people with disabilities in FY2030.	• Create a work environment where people with disabilities can thrive. • Provide more opportunities for people with disabilities at special subsidiaries and share the knowledge within the Group • Provide consultation for people with disabilities
Flexible work location and working hours	Promote work-life balance, enhance motivation and productivity, and drive greater results by expanding options for where and when employees work	• Evolve the work-from-home program. • Set guidelines for days in the office in a hybrid work model. • Eliminate core hours in the flextime system.
Balancing work with childcare, elder care, or fertility treatment	Create an environment where employees find purpose in their work, can adapt to different life stages, and continue to thrive and contribute to value creation.	• Post interviews on the intranet with employee role models who are balancing work with childcare or other caregiving responsibilities. • Provide support for balancing work and childcare. - Parenting seminar - Paternity leave promotion (PAPA-up Project) • Provide training for managers in balancing work and elder care. • Introduce leave systems for fertility treatment.

Gender Equality

Action Policy

Swiftly act to ensure that women are organically and equitably represented at every level of the organization. To do so, eliminate existing gender gaps and avoid creating new ones.

Revision of the Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace (a three-year plan for FY2023-25)

- Aim to have female employees account for 8% of management positions and 10% of leadership roles (equivalent to assistant manager) by March 2026.
- Recruit new graduates, with a goal of securing at least 25% women.
- Encourage employees to take at least 20 days of paid leave per year.
- Aim to achieve 100% childcare leave rate for both men and women.

[Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children \(PDF, 83KB\)](#)

To achieve the goals outlined in our action plan, we are implementing a range of initiatives specifically designed to support the advancement of women. These initiatives have led to a steady increase in the number of women in managerial positions and in the pipeline for future leadership roles. We remain committed to continuing these initiatives to ensure we reach our targets.

Career Training for Female Leaders

Challenges faced by women in leadership positions have been highlighted through internal surveys. The challenges include things such as a lack of relatable role models and a perception that they must conform to a male-centric, uniform leadership style to succeed in management.

To address these issues, we launched a training program for senior female staff in FY2023. The program aims to promote understanding of diverse leadership styles, help participants recognize their strengths, and encourage them to pursue management roles. It includes discussions with the company president and interactions with internal and external role models.

Of the 44 participants to date, eight have been appointed to management positions.

Career Support for Veteran Female Employees

There is a clear gender gap when it comes to the promotion of mid-career and senior employees. To try to close this gap, Epson introduced initiatives in FY2021 to encourage employees aged 40 and above to take promotion exams (which are graded equally for all). These initiatives include career training to review one's own career path, portable skill-up training to strengthen job skills, and targeted programs such as thesis writing and interview preparation courses to build the competencies required for promotion.

Mentoring Program for Young Women

Survey results have revealed a gap in career ambition between young men and women. One contributing factor is the limited availability of relatable role models, which can make it difficult for young women to envision their career paths and may lead to hesitation in pursuing new challenges.

To address this, Epson offers young women employees mentoring sessions with multiple role models, career development workshops, and discussions with Epson managers to help spark career awareness and motivation. Peer discussions among young women employees are also held to foster internal networking and mutual support.

| Balancing Work with Childcare, Elder Care, or Fertility Treatment

Action Policy

Design and implement initiatives to create an environment where employees find purpose in their work, can adapt to different life stages, and continue to thrive and contribute to value creation. Specific initiatives are described below.

Support for Balancing Work and Childcare

Many employees have expressed concerns about balancing family responsibilities with work and have said that there are no visible role models around them. To address this, Epson features interviews on the company intranet with employees who are successfully managing both childcare or caregiving and their careers. These stories highlight diverse approaches to work-life balance and offer practical insights for others seeking to do the same.

We also host parenting seminars for employees who are expecting children or currently raising them. These seminars provide opportunities to share concerns and experiences, foster mutual understanding, and offer encouragement. Topics range from preparing for parental leave to strategies for balancing work and childcare after returning to the workplace.

Paternity Leave Promotion (PAPA-up Project)

We want mothers and fathers to be equally involved in childcare and to successfully balance work with their childcare responsibilities. To enable this, we are working to foster a culture in which taking parental leave is considered the norm across the organization.

As a first step, we set a 100% uptake target for childcare leave, for both eligible men and women, in FY2022. This is in line with Japan's revised Child and Family Care Leave Act. The uptake rate for men was 97.2% in FY2022, 85.2% in FY2023, and 91.6% in FY2024. We remain committed to achieving a 100% uptake rate and will continue efforts to increase the number of days taken by men.

[Childcare Leave Trends](#) ➔

Support for Balancing Work and Elder Care

A company-wide survey showed that many employees are concerned about balancing work and elder care. Epson responded by establishing an internal consultation service to provide support and guidance on elder care-related matters.

In FY2023, we conducted diversity management training for all Epson Group managers, focusing on the theme of balancing work and elder care.

The following year, we invited representatives from a local community comprehensive support center to provide employees with training to prepare them for elder care.

Leave Programs for Fertility Treatment

Epson recognizes that fertility treatment comes with challenges. It is mentally and physically stressful, and the scheduling of clinic visits can be an issue. Epson is working to alleviate some of the burden by creating programs that allow employees to balance fertility treatment and work.

As a first step, in FY2022 we expanded our leave programs. The Life Support leave program provides five days of paid leave per

year, in either full-day or half-day increments. The Life Support Leave of Absence program allows employees to take up to 365 days of leave over a three-year period.

In addition to these programs, we are actively promoting workplace understanding of fertility and fertility treatment and are raising awareness to prevent harassment. Our goal is not only to create programs, but also to foster a culture where employees feel comfortable using them.

Work-from-home program

Originally introduced to support employees balancing work with childcare or elder care responsibilities, Epson's work-from-home program has been expanded and is now available to all employees. Employees can now work from a wider range of remote locations, giving them more flexibility in how they work.

[Offering Flexible Work Location Options and Work Hours](#) ➔

Babysitter Subsidy

Since October 2005, Epson has provided financial support for employees using babysitter services. The company has gradually increased the subsidy over time. It currently fully covers the cost for up to 16 hours of babysitting services per month.

Help for Employees with Children on Nursery School Waiting Lists

In recent years, the issue of children on waiting lists for daycare has emerged not only in the Tokyo metropolitan area but also in Nagano Prefecture, where Epson's major business sites are located. To address this challenge, Epson is promoting partnerships with company-led childcare nursery schools located in the areas where our employees live.

As of July 2025, we have partnered with eight such facilities.

Certification by External Parties



Certification as an "Eruboshi" company (2016)



Acquisition of Platinum Kurumin (2016)

Diversity Indicators (as of March 2025)

Percentage of Women in Workplace and in Management

	Group Total		Japan		Except Japan	
	Male	Female	Male	Female	Male	Female
Percentage of regular employees	54.5%	45.5%	80.1%	19.9%	45.0%	55.0%
Percentage of managers	83.1%	16.9%	93.8%	6.2%	74.6%	25.4%

* Manager is section manager and department manager.



Childcare Leave Trend (Men)

FY2021	FY2022	FY2023	FY2024
50.8%	97.2%	85.2%	91.6%

* Data for Seiko Epson Corporation employees as of March 20 every year

* Calculation formula from FY2022: Number of employees who took childcare leave in the fiscal year divided by the number of employees who gave birth or whose spouse gave birth in the fiscal year.

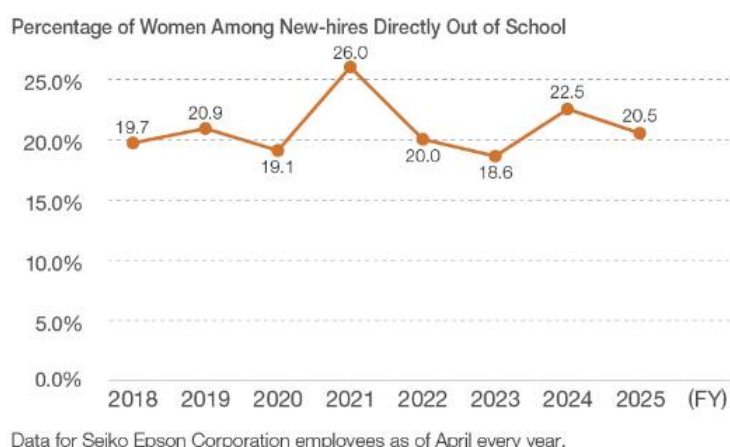
Calculation formula for previous fiscal years: The number of people who took childcare leave divided by the number of people eligible for leave (i.e., those who gave birth to a child and who became eligible to take childcare leave).

Ratio of Women's Wages to Men's Wages.

FY2021	FY2022	FY2023	FY2024
75.7%	76.7%	76.8%	77.5%

* Data for Seiko Epson Corporation employees

Men and women at the same grade receive equal pay under our compensation system. The primary reason for the overall disparity is the lower representation of women in higher-level positions and grades. Among management-level employees, the gender pay ratio stands at 98.2%.



Advancement of People with Disabilities

Epson's Vision for Advancement of People with Disabilities

Epson regards the advancement of people with disabilities as a key diversity priority. We seek to create conditions that allow all individuals to make meaningful contribution by continuously challenging themselves and growing at a pace aligned with their roles and responsibilities.

To realize this vision, we are actively working to build connections and raise awareness both within and outside the company. This includes sharing information and promoting understanding, as well as expanding new business initiatives through our special subsidiaries. These efforts are designed to enhance recruitment and create opportunities for people with disabilities to thrive within the organization.

Concrete Actions

- Creating conditions where people with disabilities can thrive.
 - Provide online learning courses and training for managers to promote understanding of people with disabilities.
 - Host workshops for key personnel involved in promoting disability inclusion to exchange ideas and best practices.
 - Organize external events focused on developmental disabilities.
 - Provide work experience opportunities for students with disabilities, including those with developmental disabilities.
- Expanding opportunities through special subsidiaries and knowledge sharing across the Group
 - Develop new business areas in office support tasks to create more opportunities for employees with disabilities.
- Offering dedicated support through an internal consultation service.



Workshop on workplace management challenges and reasonable accommodation practices within the company, with participation from university professors and experts.



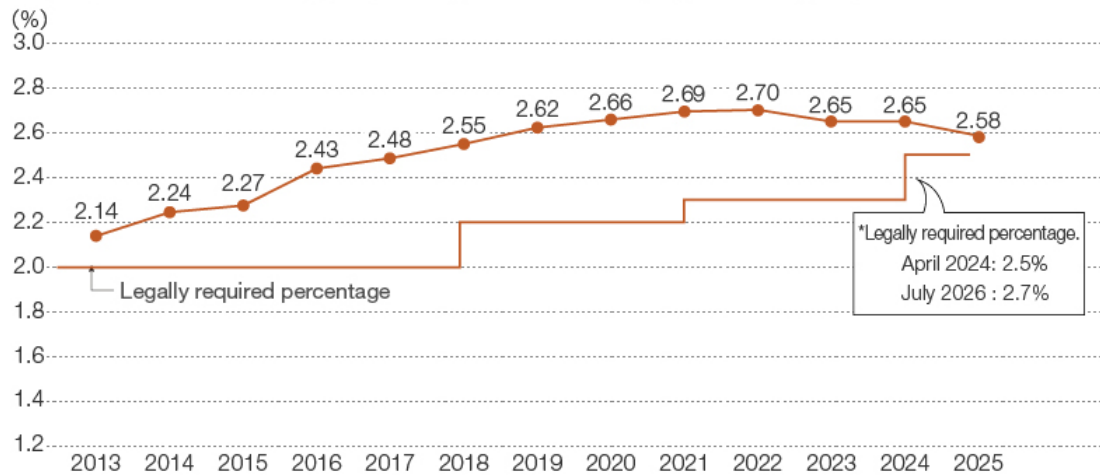
External event: Lecture by pediatric specialist on developmental disabilities



External event: VR experience on developmental disabilities

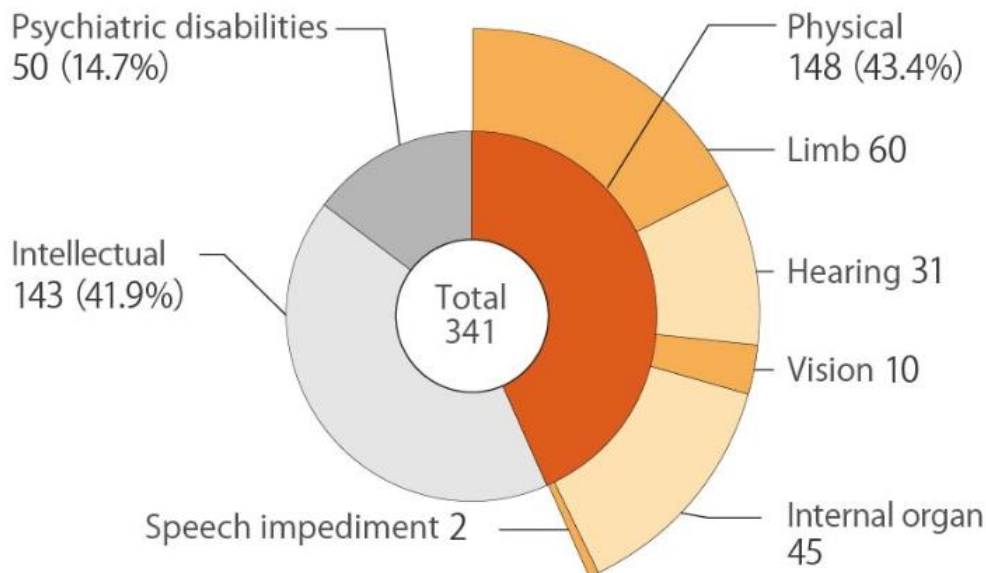
Seiko Epson has set a goal of achieving a 3.0% real employment rate of persons with disabilities by the end of FY2030 and is actively pursuing inclusive hiring throughout the Group. As of June 1, 2025, the Group's employment rate stands at 2.58%.

Employees of certified group companies for employment of people with disabilities



* Figures for each fiscal year were as of June 1 every year.

Type of Disability (Japan) (Current as of June 1, 2025)



Initiatives of Special Subsidiaries

Epson was a pioneer in setting up special subsidiaries in Japan. In 1983, Epson Mizube was established, followed by Epson Swan in 2001. These companies have played a key role in steadily advancing Epson's employment of people with disabilities. Drawing on over 40 years of experience and expertise, they prepare work environments tailored to the characteristics of each individual's disability. Through the development of new business areas, they continue to create opportunities for employees to leverage their abilities and grow, while contributing to a more inclusive workplace.

Epson Mizube Corporation

As of June 1, 2025, Epson Mizube employs 156 people with disabilities across six locations, working in diverse fields such as office support, manufacturing, and environmental recycling.

One of its core operations, building cleaning services, has grown significantly since its launch in 2008, with 70 employees engaged in this work as of March 2025.

Since 2017, Epson Mizube has also expanded employment opportunities through the upcycling model line of the PaperLab system. Employees sort used paper, operate the PaperLab, and produce business cards and notebooks using DFP (Dry Fiber Paper), contributing both to environmental sustainability and inclusive employment.

To further expand employment for people with physical and mental disabilities, Epson Mizube is promoting office work supported by IT tools.



PaperLab upcycling center



Sorting of used ink cartridges



Building cleaning

The company also actively participates in the Abilympics (skills competition for people with disabilities) to enhance professional skills. In FY2024, three employees competed in the National Abilympics, with one earning a bronze medal in the Office Assistant category. The efforts of these participants and the support from their teams serve as a source of motivation for other employees with disabilities and contribute to a vibrant workplace culture.



Masaya Hirabayashi (Epson Mizube),
Bronze Medalist in Office Assistant
Category – 44th National Abilympics

Epson Swan Corporation

Located within the premises of Tohoku Epson Corporation, Epson Swan employs 26 people with disabilities (as of June 1, 2025). These employees clean cleanroom garments, clean Tohoku Epson buildings, and since October 2020, sort used paper for upcycling by a PaperLab system. Cleanroom suit cleaning has been a core part of Epson Swan's business since its founding. It provides this service to multiple Seiko Epson sites as well as to other local companies.

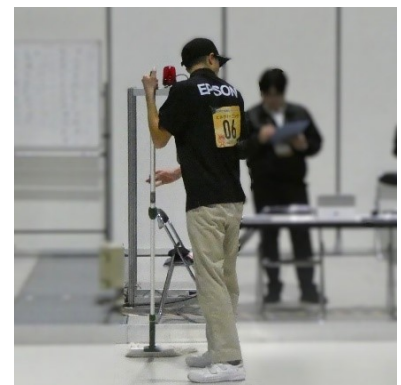


Cleanroom suit cleaning (washing process)



(folding process)

Epson Swan also places strong emphasis on human resource development and actively encourages participation in the Abilympics building cleaning category. Employees have competed every year since FY2014. Finally, in FY2024, marking the 11th year of participation, an employee won the Excellence Award at the Yamagata Prefecture competition and advanced to the national finals. Earning recognition for the skills developed on the job boosts confidence and serves as motivation.



National Abilympics Building Cleaning
Division Participation (Epson Swan)

Global Talent Development and Engagement

Epson has established a global network of sites to accurately identify—and quickly and flexibly meet—the changing needs of customers over time in different regions. With approximately 75,000 employees worldwide, we respect local cultures and customs, promote local hiring, and actively develop and appoint local talent. Through these efforts, we aim to contribute to local communities and build relationships that enable mutual growth.

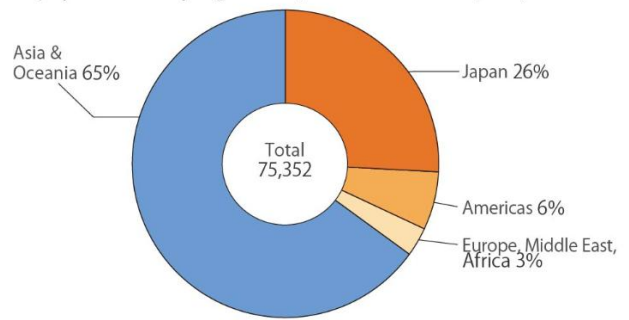
Delivering value to customers requires the efficient operation of our globally integrated value chain. To support this, Epson cultivates global talent with broad expertise across functions, capable of coordinating operations from a holistic perspective and making timely, informed decisions on the ground.

We conduct annual leadership development seminars for executives at overseas subsidiaries and facilitate talent exchange between Japan and our global offices. This includes assigning personnel abroad and accepting secondees and trainees from overseas to foster locally empowered leaders.

In collaboration with local top management and HR departments, we define roles and requirements for key positions and formulate succession and development plans for high-potential talent. These initiatives underpin our efforts to build an optimal global talent structure aligned with Epson's long-term strategy.

[Overseas site locations](#) ➔

Employee Numbers by Region (Current as of March 31, 2025)



Global Talent Management

Epson is actively promoting the appointment and development of global talent, including personnel at overseas subsidiaries. Using the same role evaluation tools applied in Japan, we assess the scope and significance of each position at our international sites. This allows us to identify key roles, clarify their responsibilities and requirements, and ensure that the most suitable candidates are selected—regardless of age, gender, or nationality. To support this, we collect comprehensive data on potential candidates, including basic information, competencies, and 360-degree feedback.

Leveraging this data, we conduct talent reviews globally, just as we do in Japan. These reviews involve close collaboration with local offices to assess workforce status, consider succession plans, and support leadership development.

As a result of these initiatives, local talent now holds key leadership positions across our global operations. For example, the CEO of our regional headquarters in the United States is a locally hired executive who oversees the management and operations of subsidiaries throughout the Americas. In Southeast Asia, a local leader has been appointed as the head of the regional headquarters, managing sales operations across the region. In Europe, all subsidiaries under the regional headquarters are led by local executives, and local talent is increasingly being appointed to leadership roles at sales and manufacturing sites worldwide. Currently, 40% of board members at overseas subsidiaries are non-Japanese, 66% of CEO positions are held by non-Japanese leaders, and 90% of managerial roles are filled by locally hired personnel.

Global Talent Development Initiatives

The Global Incubation Seminar (GIS)

The Global Incubation Seminar (GIS) is a leadership development program designed for next-generation leaders at Epson's overseas subsidiaries. Since its launch in 1999, GIS has provided participants with a deeper understanding of Epson's corporate

philosophy and purpose, while fostering the ability to think critically about their organization's role and strategic challenges. As of May 2025, more than 400 individuals have completed the program, many of whom now serve in executive and managerial roles across the Epson Group.

In fiscal 2025, 24 participants from 15 countries took part in the week-long seminar. The program included site visits, dialogue sessions with President Yoshida, strategic briefings from division heads, and the Epson Leadership Session. Through these activities, participants deepened their understanding of the Epson Way—our shared values and principles—and reflected on how their personal values align with Epson's purpose.

During the Epson Leadership Session, participants acquired essential leadership knowledge, skills, and mindset. They then developed action plans to enhance the value of Epson within their respective organizations and presented these plans directly to senior management. The seminar also facilitated meaningful communication with executives, helping participants gain insights into Epson's long-term vision and business strategies. By sharing challenges and initiatives across regions, functions, and businesses, participants built a strong foundation for cross-border collaboration.

Feedback from participants highlighted the value of the experience:

"President Yoshida shared his thoughts while answering questions, which helped bridge the gap in understanding his vision."

"The program was useful in many areas, including mission setting, execution processes, and teamwork."

Epson will continue to offer this program to empower diverse talent around the world, ensuring they become a driving force for the next generation of Epson's global growth.



Acceptance of Overseas Trainees

Epson actively welcomes technical trainees and interns from its overseas manufacturing sites to Japan for periods ranging from three months to one year. Through structured training programs, these individuals gain skills and knowledge that are difficult to acquire locally, while deepening their understanding of Epson's business processes and operational standards.

Since the program began in 1988, Epson has hosted a total of 1,842 trainees. In fiscal 2024 alone, 40 trainees were accepted from subsidiaries in Indonesia, the Philippines, Malaysia, and Thailand.



Initiatives for Global Facility Workforce Planning

In the past, Epson has dispatched personnel from Japan to manage facility operations—including construction, maintenance, and administration—at manufacturing sites across Asia. In response to evolving business needs and workforce dynamics, we are now working to enable local talent to take on facility management roles at overseas subsidiaries.

To support this transition, Epson Japan and local subsidiaries jointly conduct workforce reviews, including succession planning and development strategies. In fiscal 2024, as part of a three-year initiative aimed at enhancing operational and maintenance skills, as well as strengthening management and communication capabilities, we welcomed three employees from overseas subsidiaries to Japan. These individuals are now contributing significantly to facility operations in Japan.

We also accept short-term trainees from overseas sites to help junior and mid-career employees build foundational skills and gain practical experience and knowledge through technical training programs.

Workforce Composition and Service Period

Workforce Composition

	Male/Female Ratio	Mgmt. Diversity	Junior Mgmt. Ratio ^{*1}
Female	17.6%	5.3%	8.1%
Male	82.4%	94.7%	91.9%

^{*} Data for Seiko Epson Corporation employees as of March 31, 2025.

^{*1} Team leader

Length of Employment

(Unit: Year)

Total	Female	Male
18.3	18.4	18.7

^{*} Data for Seiko Epson Corporation employees as of March 31, 2025.

Turnover Rate

	FY2020	FY2021	FY2022	FY2023	FY2024
Total turnover ratio	4.5%	4.4%	5.1%	3.9%	4.5%
Voluntary turnover ratio	1.4%	1.5%	2.2%	1.2%	1.5%

^{*} Data for Seiko Epson Corporation of March 20 of that year.

Working Environment

Approach ▼

Wages ▼

Initiatives for Work Styles ▼

Labor-Management Relations ▼

Initiatives to Prevent Power Harassment ▼

Employee Welfare Programs ▼

Approach

Epson has a diverse workforce, including women, non-Japanese, mid-career hires, people with disabilities, and older workers, and has created an environment in which they can demonstrate their individual strengths. We aim to enable these autonomous and diverse employees to realize their own career development while adapting to changes in various life stages.

In addition to the flextime system and work-from-home, Seiko Epson we are creating an environment where employees can balance work with childcare, nursing care, medical treatment, and infertility treatment by taking advantage of flexibility in working styles through our unique short-time work system that exceeds legal requirements and the "wellbeing leave program" system. We are also working to create a healthy and safe working environment for employees by preventing harassment in the workplace and ensuring appropriate working hours.

Initiatives for Work Styles

We have been working on work reform since 2017. In Phase I (FY2017-FY2019), we prioritized efforts to optimize working hours and prevent long working hours, and in Phase II (FY2020-FY2022), as part of efforts to diversify and expand options for working styles, we have been expanding systems such as institutionalization of work-from-home for company-wide employees, abolition of core hours during flextime, expansion of applicable age for shorter hours for childcare reasons. In addition, the company has been expanding the applicable age for shorter working hours for childcare reasons (up to the sixth grade of elementary school) and other systems.

In the third phase (FY2023-FY2023-25), starting in FY2023, we are working to firmly establish the operation of the system based on employee autonomy through in-house training and other measures.

Key Actions

Objective	Main systems
Expansion of Work Options	Work-from-home system Hourly annual leave

	Core timeless flex time
Balancing work with childcare, elder care, infertility treatment, etc.	Support for balancing work and childbirth/childcare Paternity leave acquisition promotion activities Support for employees undergoing fertility treatment Support for balancing work and elder care Wellbeing leave program
Overwork prevention	Efforts to optimize working hours

Expansion of Work Options

Work-from-home System

The work-from-home system for childcare and nursing care period introduced in April 2018 has been expanded to include more eligible employees and locations as needs are identified. Currently, the system allows company-wide employees to work-from-home at locations other than their own homes, such as their parents' or spouse's homes.

On the other hand, taking into consideration the importance of face-to-face communication and organizational management issues that were recognized as the work-from-home system progressed rapidly due to the Corona disaster, in September 2023, we set company-wide a guideline (guideline) to come to work at least once a week, and then, depending on each workplace's situation, to work at home in a way that is optimal for organizational productivity and results creation.

In September 2024, the system was revised to allow work-from-home not only on a full-day or half-day basis, but also on a minute-by-minute basis.

Time Off by the Hour

From October 2022, we have introduced an annual leave system based on hourly increments. Employees are now able to take annual paid leave in hourly units up to five days per year.

Flex Time without Core Hours

Effective March 2023, core hours under the flextime system, which applies to many employees, have been abolished. In addition, employees can interrupt work for any reason, allowing for greater flexibility in working hours.

Efforts to Balance Work with Childcare, Nursing Care, and Medical Treatment

Support for Balancing Work with Childbirth/ Child care

With the aim of creating an environment in which employees can be active regardless of their gender in order to realize the career they envision, we are also committed to supporting childcare so that employees can work without gender disparity during childbirth and childcare. We have established systems such as leave, leave of absence, and shortened working hours that allow employees to balance work and childcare while placing importance on childcare.

Childcare Leave Trends

	Female	Ratio of women granted leave	Male	Ratio of men granted leave
2024 ^{*1}	41	100%	239	91.6%
2023 ^{*1}	46	97.9%	208	85.2%
2022 ^{*1}	38	90.5%	273	97.2%
2021 ^{*2,3}	38	100%	131	53.5%
2020 ^{*2,3}	37	100%	72	30.8%

2019 ^{*2,3}	41	100%	61	21.3%
2018 ^{*2,3}	35	100%	41	13.6%

*Data for employees taking childcare leave. is as of March 31, 2025, Seiko Epson Corporation.

Calculation for FY2022 and thereafter

*1 Ratio of the number of workers who took childcare leave. in the fiscal year before the announcement to the number of workers whose spouse or principal gave birth in the fiscal year before the announcement.

Calculation up to FY2021

*2 Including the number of employees who took wellbeing leave, a system unique to the Company.

*3 Number of employees who took childcare leave / Number of employees covered by the system

(Those eligible for the system: those who have a child of their own and are able to take childcare leave)

Childcare Leave Acquisition Promotion Activities (PAPA UP Project)

With the goal of becoming a company where employees can be fairly involved in childcare and balance work and childcare regardless of gender, the entire company is working to foster a culture in which taking childcare leave is a matter of course and to promote activities to encourage employees to take childcare leave, with the goal that all eligible employees, both men and women, will take such leave.



Main Activities	Description
Childcare leave support tool	Family meeting sheet to discuss the purpose, timing and duration of maternity leave, division of household chores, etc. Social insurance premium exemption simulator
Public awareness activities	Childcare leave intention registration activity Childcare leave system information sheet Creation of an intranet page explaining the system and procedures as well as income, assessments, etc. Seminars for the employees and their supervisors, as well as roundtable discussions with those who have taken childcare leave.

Support for Employees Undergoing Infertility Treatment

In response to the social issue of declining birthrates, companies are required to provide a work environment that allows employees to continue working while undergoing infertility treatment. To enable employees undergoing fertility treatment to balance work and work with peace of mind, we have expanded our vacation and leave system from September 2023, and from March 2025, we have made it possible to take leave in half-day increments. This system is used by employees undergoing fertility treatment, regardless of whether they are male or female.

<Support Systems for Infertility Treatment>

System	Overview
Short-term life support leave	Gives employees five days of special leave (paid leave) which can be taken within a fiscal year. May be taken in installments of one day or half a day.
Long-term life support leave	Allows a total of 365 days of leave to be taken over three fiscal years (can be divided). If continuing treatment even after three years, allows a total of 365 days of leave over the next three years.

Support for Balancing between Work and Elder Care

As the population ages, more and more employees are caring for family members. With the aim of eliminating job turnover due to elder care, Seiko Epson provides the following support.

- Providing information on the company's elder care system and the long-term care insurance system through our website.
- Seminars on preparation for elder care, which aim to provide employees with knowledge in advance so that they can cope with sudden elder care needs without panicking.
- Establishment of a contact point where employees can consult on elder care issues with peace of mind.
- Establishment of various systems for balancing elder care and work (details are shown in the table below)

<Caregiver Support System>

System	Overview
Caregiver leave	May take up to 1 year and 6 months per applicable family member
Caregiver reduced hours	Can be taken up to March 20th after three full years from start of use An extension will be granted if ongoing care is necessary.
Caregiver overtime exemption	Exempt employees from overtime exceeding nominal hours
Caregiver overtime restriction	Restricts employee overtime to less than 24 hours per month or 150 hours per year
Caregiver night shift restriction	Restricts night shift assignments for employee
Caregiver leave	Allows employee to take 5 days/year for 1 applicable family member or 10 days/year for 2 applicable family members as caregiver leave (unpaid)

Caregiver Leave Trends

FY	Caregiver Leave	Employees using caregiver reduced hours
2024	5	7 people
2023	3	4
2022	2	5
2021	5	6
2020	2	4
2019	6	4
2018	2	5

*Data for employees taking elder care leave, etc. are as of March 31, 2025, Seiko Epson Corporation.

Epson's Wellbeing Leave Program

This is Seiko Epson's unique leave system that allows employees to accumulate up to 60 days of annual paid leave remaining from the previous two fiscal years, which can be taken for the purpose of personal injury or illness, nursing or childcare for family members, or participation in school events for children up to the third grade of junior high school. (Established on March 21, 1998)

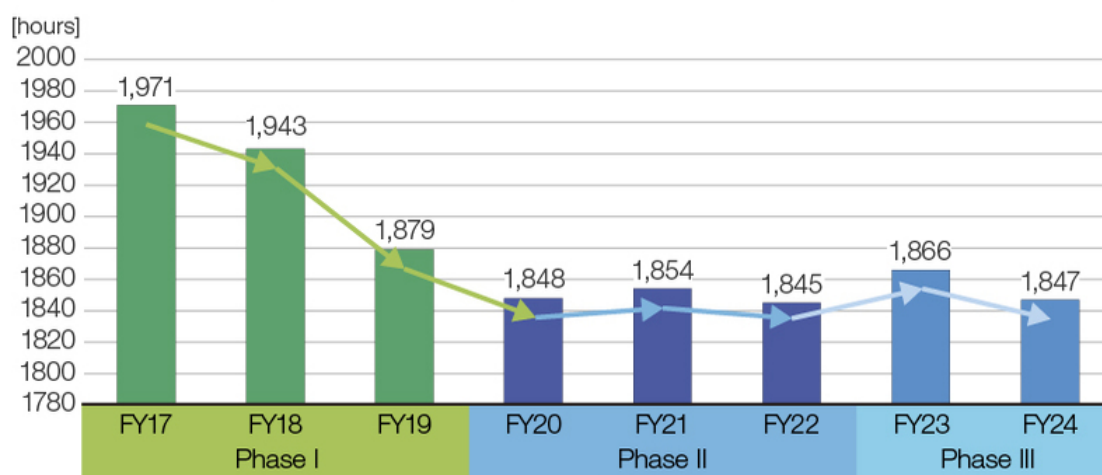
Managing Working Hours

Seiko Epson has been acting to more closely manage working hours and prevent long working hours as part of work reforms we began in 2017 and as a priority field in our Health Action 2025 medium-term health management measures we enacted in April 2022. In addition to ensuring legal compliance by familiarizing employees with an operations manual for managing working hours, we monitor in-out times and hours spent at work with automated tracking systems. We also remind personnel of the importance of maintaining reasonable working hours.

Achievements and Targets for Managing Working Hours and Preventing Long Working Hours Through the Above Activities

Total annual actual working hours Target for FY2025: 1,845 hours

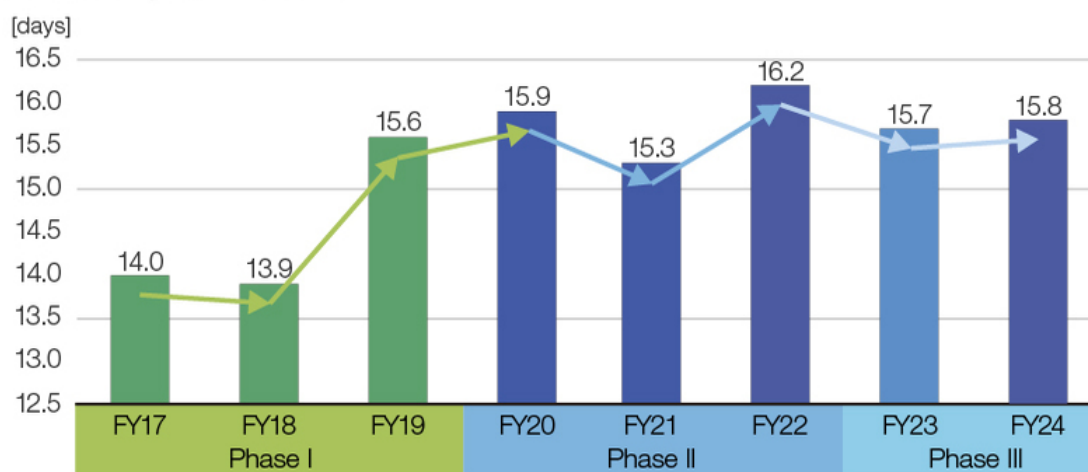
Annual Total Working Hours per Employee



Data for Seiko Epson Corporation employees as of March every year.

Target in FY2025 for number of days of paid leave taken: 20 days (including leave taken other than annual paid leave)

Number of paid leave used



Data for Seiko Epson Corporation employees as of March every year.

Initiatives to Prevent Harassment

Anti-Harassment Policy

Harassment in the workplace is socially unacceptable behavior that unfairly harms an employee's character and dignity as an individual. It is also an important issue for the company as it interferes with workplace order and business execution and affects its social reputation. Epson has Principles of Corporate Behavior and the prevention of harassment in the Epson Group Human Rights Policy, and in addition, the General Administrative Manager of Human Capital & Well-Being Management Division has sent out a message stating our commitment to the eradication of such harassment.

Employee Advisory Service

Epson has established a harassment consultation service to prevent and eradicate power harassment in order to realize a fair and comfortable working environment. In consideration of the feelings of employees who do not wish to reveal their identities, Epson has integrated the consultation desk for harassment into an external desk opened in 2024 to allow for anonymous consultation. The harassment consultation service strictly manages information on reports, prohibits retaliation against whistleblowers, and ensures anonymity.

In addition, we promote training programs, including horizontal deployment of case examples and sharing of changes in the legal system, in order to improve the care and level of the personnel in charge of labor affairs who handle consultations.

Power Harassment Prevention Training

To foster a healthy and respectful workplace culture, Epson, including its affiliated companies, implements power harassment prevention training programs tailored to each organizational level.

These programs provide comprehensive education on the adverse effects of power harassment on the work environment, the Group's policies and stance, and the legal responsibilities of both the organization and individuals. Topics include the definition of power harassment, its distinction from legitimate supervisory guidance, potential legal liabilities, and disciplinary measures for perpetrators. For senior management, the training serves as a strategic opportunity to reflect on and actively promote the creation of harassment-free organizations, and for managers, the sessions highlight the significant impact of power harassment and encourage proactive countermeasures through case sharing and group discussions.

Every year, we conduct Online Courses education for company-wide employees, including the general public. In addition, we also provide targeted training including for employees assigned to overseas posts, thereby promoting education that is tailored to organizational level and individual responsibilities.

In addition to these measures, since FY2021, we have been promoting the creation of an organizational climate free of power harassment by taking detailed measures tailored to individual workplaces, such as individual follow-up for high-stress workplaces in conjunction with health management information and the establishment of a consultation service for management-level employees.

Harassment Recurrence Prevention

Human rights abuses including harassment and labor-related grievances are regularly reported to executive management. This information and company responses are shared with managers and disclosed company-wide to prevent similar incidents in the future. We require Group companies to report all material harassment incidents. There have been no omissions in reporting in recent years.

Anger Management Training

"Anger management" is said to be effective in preventing power harassment.

Since FY2015, we have been developing "Anger Management Training" to help participants acquire skills to deal with anger and

control their anger better. The training includes a basic course to acquire skills for dealing with anger on the spot and improving long-term disposition, a scolding class to learn communication skills to avoid power harassment, and others. Over 14,000 people from and affiliated companies in Japan have participated in the courses.

This initiative has been recognized externally. We received the 1st Japan Anger Management Business Leadership Award Grand Prize for it from the Japan Anger Management Association in June 2023. Through these various initiatives, we strive to build a workplace environment that is free from harassment and enables diverse talent to thrive and contribute with vitality.

Power Harassment Prevention Training/Anger Management Training (after 2015)

	Course	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	People Trained
All	Harassment preventive e-learning				●	●	●	●	●	●	●	Mandatory for all employees and executives FY24: participation ratio 97.7%
	Awareness building for all employees	●	●	●	●	●	●	●	●	●	●	Educate the entire workforce about corporate efforts and about reporting/counseling services
	Anger management training		●	●	●	●	●	●	●	●	●	Voluntary training for those who wish it. FY2024: 453 people at 45 trainings
Executive	Power harassment prevention training/anger management training for executive	●	●	●	●	●	●	●	●	●	●	Mandatory training, but there were no new mandated participants for the anger management training. Only anger management assessment was conducted.
Management	Power harassment prevention training for managers	●	●									1,303 people at 70 trainings at 27 sites in Japan
	New general manager training				●	●	●	●	●	●	●	FY2024: 42 people
	New section manager training		●	●	●	●	●	●	●	●	●	FY2024: 106 people
	Anger management training					●	●	●	●	●	●	FY2024: 156 people at 11 trainings
Overseas Assignees	Power harassment prevention training prior to assignment overseas	●	●	●	●	●	●	●	●	●	●	FY2024: 86 people at 6 trainings
	Anger management training							●	●	●	●	FY2024: 94 people at 6 trainings
Junior management	Power harassment prevention training for junior management		●									2,561 people at 131 trainings at 27 sites in Japan
	New senior staff training			●	●	●	●	●	●	●	●	
Other	Harassment prevention/anger management training conducted by division	●	●	●	●	●	●	●	●	●	●	Conducted upon demands of the division or the affiliated company FY2024: 536 people at 44 trainings

Current as of March 31, 2025

Wages

Epson's wage standards are compliant with the local labor regulations in the countries where we operate. Our standards provide for things such as suitable wages, allowances, and extraordinary pay.

The Epson Group Human Rights Policy states "Epson promotes equality of opportunity and treatment in respect to employment, occupation, and remuneration, with a view to eliminating any discrimination." In Japan, Epson pays its people based on the principle of equal pay for equal work, regardless of type of employment, as required by law. The wage system does not discriminate by age or gender. Seiko Epson eliminated the gender pay gap in 1983.

In Japan, for regular employees who are not in management positions, we have introduced a qualified grade-based system wherein compensation is primarily determined by the employee's job and competencies. For leaders, we have a system wherein the compensation is determined by their job, which is given based on their competencies, and the level of roles they are fulfilling. We have a role-based grade system for managers wherein compensation is determined by the size of the person's role. The suitability of non-management employee and leader wages and the wage system are reviewed by a committee made up of members of management and the labor union.

In every country and region outside Japan, we establish rules that are compliant with all local wage-related regulations governing things such as minimum wages, legal benefits, and overtime. Wages, deductions, and so forth are calculated based on these rules, and employees receive an electronic or printed pay stub showing the details of each pay period. Payment is made on directly to employees on the appointed date.

Labor-Management Relations

Epson's Epson Group Human Rights Policy states that, in accordance with the laws and regulations of each country and region, Epson respects freedom of association and the right to collective bargaining, and in order to maintain good labor-management relations, Epson provides workers with the necessary information and engages in discussions and exchanges of opinions in good faith.

A labor-management council forms the basis of the labor-management relationship. Held regularly and as needed, this council is where management explains important management matters to labor union representatives and where the two sides discuss proposed changes to employment conditions. In addition to the labor-management council, Seiko Epson has formed labor-management committees, the safety and health committee, as well as some other committees, to discuss and solve issues related to things such as working styles, family support, benefits and wages, post-retirement reemployment, and health management. Informal discussions are also held on the division and department level to provide a venue for bidirectional communication between employees and managers. Management communicates its thoughts and wishes to employees as well as get direct feedback from them.

* Labor union participation rate among all regular employees: 86.3%

Employee Welfare Programs

Epson offers a variety of welfare programs for its domestic group companies, including health insurance association, defined benefit and defined contribution pension plans, support for asset building through employee stock ownership plan, housing support through company housing and bachelor apartments, and support for leisure time and communication promotion through social gathering assistance and clubs.

Through these welfare programs, Epson aims to create an environment where employees can work with peace of mind and lead fulfilling, healthy lives. These efforts support both the growth of individual employees and the enhancement of corporate value.

Major Employee Welfare Programs (Japan)

Category	Program Details	Regular employee	Contract employee	Dispatch worker
Social Insurance	Health insurance, employees' pension Insurance, nursing care insurance, employment insurance, workers' compensation insurance	-	-	—
Pensions	Corporate Pension Fund, Defined Contribution Pension Plan	-	—	—
Daily Life Support	Commuting expense subsidy, employee cafeterias & shops, uniform provision	-	-	△
Leisure	Social gathering subsidies, employee clubs	-	-	-
Comprehensive service	Packaged Welfare Services	-	-	-

Self-Development	Support for correspondence courses and qualification acquisition	-	-	—
Asset building	Employee savings plans, employee stock ownership plan	-	△	—
Housing	Company housing, bachelor apartments	-	-	—
Health & Medical Care	On-site health management office, in-house therapeutic massage services	-	-	-
Childcare & Elder Care	Leave, temporary absence, shortened working hours for childcare/elder care, home care services	-	-	—
Other Support	Congratulatory and condolence payments, long-term service awards, group insurance	-	-	—

0: Covered △: Partially covered -: Not covered

Health Insurance (Epson health insurance association)

Approximately 36,000 employees (including dependents) of the Group in Japan are enrolled in the program, which covers medical expenses for illnesses and injuries of employees and their families, provides benefits, and supports disease prevention and health promotion.

Corporate Pension Fund, Defined Contribution Pension Plan

We have introduced a corporate pension fund (defined benefit corporate pension plan) and a defined contribution pension plan for regular employees.

Approximately 15,000 employees are members of the corporate pension fund and approximately 14,000 are members of the defined contribution pension plan.

Clubs

There are approximately 40 clubs and activities organized voluntarily by employees, including soccer, futsal, basketball, marathon, table tennis, badminton, bowling, archery, kendo, mountaineering, skiing, snowboarding, curling, e-sports, drones, shogi, calligraphy, technology research, diversity research, and sauna.

Packaged Welfare Services

Various services are available, including discounts on leisure facilities, restaurant coupons, use of fitness gyms, childcare support, and self-development.

Subsidies for get-togethers held by employees and communication through thank you cards are also provided and used for internal communication.

Employee Stock Ownership Plan

Epson operates an employee stock ownership plan in which participants contribute a fixed amount monthly to purchase company shares. Approximately 6,000 employees from domestic group companies are enrolled in the program.

As of the latest data, the employee stock ownership plan ranks as the fifth-largest shareholder, holding 2.18% of the company's shares.

Company Housing and Bachelor Apartments

Epson provides company housing known as "Green Field" and leases apartments near business sites. These accommodations are offered to employees who need housing due to joining the company, relocation, or marriage, etc.

Health and Productivity Management

[Health Management at Epson ▼](#)[Health Management Objectives and Organization ▼](#)[The "Health Action 2025" Health Management Policy ▼](#)[Other Initiatives ▼](#)

Health Management at Epson

Epson considers the health of all Group workers to be of paramount importance. Based on Purpose, Epson Way, Epson Group Basic Occupational Health and Safety Policy and Epson Group Health and Productivity Management Declaration, we are working to create a workplace environment where people can work with vitality and enjoyment, and to promote mental and physical health.

In April 2020, we formulated the Epson Group Health and Productivity Management Declaration and announced it internally and externally. In April 2025, we revised a part of Health and Productivity Management Declaration, and stated clearly that not only employees but also all Group employees should participate in the health and productivity management initiative, and we are expanding it globally to our overseas bases. Even though occupational health laws and cultures differ from country to country and region to region, Epson's commitment to the health and wellness of all employees remains the same. Epson is committed to promoting health and productivity management on a global scale, with all Group employees and the company working together to achieve the corporate goal of aspirational goal" achieving sustainability and enriching communities".

Health and Productivity Management Declaration

At Epson, we consider the health of all people in the Epson Group to be our top priority.

We therefore take a proactive, participatory approach to creating a rewarding, dynamic, and engaging workplace environment and promoting physical and mental wellness for all.

Our goal is for all Epson Group contributors to feel energized, produce results that surprise and delight, and make the world a better place.

Workers: Persons performing work or work-related activities that are under the control of an Epson Group company, including top management and employees of Epson Group companies, contractors, and persons who, while not employed by a Group company, work under the control of an Epson Group company, such as student workers and temporary workers, etc.

Junkichi Yoshida
President
Seiko Epson Corporation

Health Management Objectives and Organization

Health Management Goals

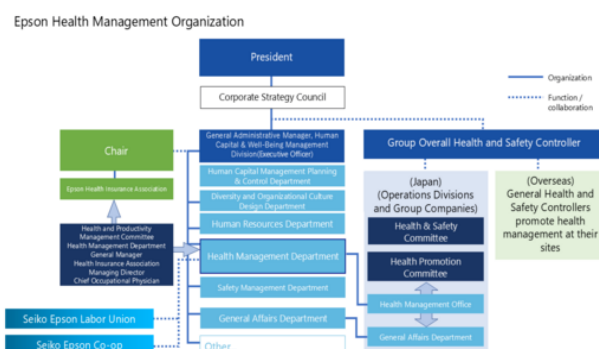
Our goal through health and productivity management is to enhance corporate value. To achieve this, we aim to solve more social issues by providing a workplace where all Group employees can work with vitality and enjoyment, where they can feel fulfilled in their jobs, and where each individual can exert his or her fullest potential. We also believe that the result will lead to the company's aspirational goal "achieving sustainability and enriching communities".

In order to realize this goal, we regard it as an important item to work on health promotion that suits us, even in the midst of diversifying work styles and changing workplace environments, and we are working on "improving self-management of mental and physical health " and "fostering a workplace culture".

Organization

health and productivity management Under the leadership of the president, who is responsible for health and productivity management, Epson has established the Capital & Well-Being Management Division , an integrated structure to promote Epson's unique health and productivity management (Well-being Management) approach to value creation that solves social issues. The head of this division will participate in Corporate Management Council as an executive officer and will also serve as chairman of health insurance association and comprehensively manage health and productivity management.

In Japan, we have established a mid-term health plan and are working on it in cooperation with related divisions, each business office, and affiliated companies. In addition, Health and Productivity Management Committee, which is jointly operated by the company and health insurance association, is responsible for information analysis, planning, evaluation, and improvement of measures related to health and productivity management as a collaborative health program, and holds regular promotion meetings so that the company, health insurance association, and the employee-led health promotion committee can work together on activities. In addition to the health maintenance and promotion activities for workers overseas, which had been independently organized by each base, we have been working on the Group-wide health and productivity management promotion activities, including cooperation with overseas bases, since FY2024. We are promoting global health and productivity management activities in line with the actual conditions of each company, such as occupational health laws and regulations and cultures in each country and region.



See the following links for more information about actions being carried out with the Human Capital & Well-Being Management Division:

[Epson Group Basic Occupational Health and Safety Policy](#) ➔

[Occupational Health and Safety](#) ➔

[Diversification of work arrangements \(working hours, child and elder caregiving, etc.\)](#) ➔

[Our work goals and work culture \(PDF, 160 KB\)](#) 

[Initiatives for balancing work with childcare, elder care, infertility treatment, etc.](#) ➔

[Responding to Harassment by Customers](#) ➔

The "Health Action 2025" Health Management Policy

Health Action 2025

Since 2001, we have formulated and regularly reviewed a mid-term plan on health. Health Action 2025" was established in FY2022. diversification of work arrangements The environment in which we operate is expected to undergo significant changes, such as changes in the health status of our employees and the age structure of our workforce. In preparation for such changes, we believe it is important for each employee to understand his or her own health condition and to engage in health promotion suited to his or her own situation. Therefore, we are working on two priority areas: "mental and physical health," which aims to foster autonomy and harmonize work and health, and "workplace health*1," which aims to ensure safety and foster an organizational culture in which employees work as a team in an energetic manner. In addition, Health Action 2025 is promoting activities under the slogan, "Recognize, Learn, Act, and Recognize Each Other."

*1Epson's own terminology, used since fiscal 2016, based on the concept of health and productivity management, which places physical and mental health and the way we work at two sides of the same coin, and taking into account the social aspects of the World Health Organization's definition of health. It refers not only to safety considerations, but also to the creation of a workplace full of communication and vitality, where everyone works with vitality and satisfaction.

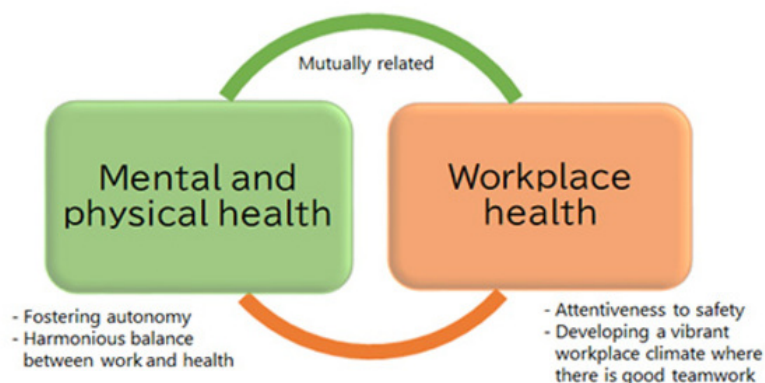
Health Action 2025

FY2022-FY2025



Key Areas

We have a duty as a company to provide a safe working environment and have safety programs geared toward this. But we also have programs to address mental and physical health¹ and workplace health². These programs are designed to deal with changes that could impact health, such as new work arrangements and an aging workforce.



Slogan

In the midst of diversifying work arrangements and changing employee demographics, we anticipate major changes in things such as lifestyle and communication methods. These changes have the potential to improve work-life balance, but they could also adversely impact health. To adapt to these changes, it will be more important than ever for employees to understand themselves and to work toward personal wellness. On top of this, workplaces must embrace diversity and foster relationships where there is mutual

acknowledgement and respect.

Therefore, to translate the intent of the policies under Health Action 2025 into action, we added “acknowledge” to the key words “notice, learn, act” to emphasize the importance of mutual respect and cooperation.

Notice, learn, act, and acknowledge



Objective and Targets

Mental and Physical Health

• Objective

Promote the self-management of mental and physical health and achieve a balance between work and health among all employees.

Indicators of consciousness transformation and behavior change		Indicator (2025)
Percentage of people who are managing stress		> last year
Percentage of people who practice ≥ 6 of the 9 healthy lifestyle habits		$\geq 50\%$
Physique	Percentage who maintain a suitable body weight	$\geq 60\%$
	Percentage of people with BMI ≥ 25 who lost $\geq 3\%$ of their body weight from the previous year	$\geq 22\%$
	Percentage who undergo further tests based on results of physical checkup	$\geq 90\%$
	Percentage who undergo further tests for cancer	$\geq 90\%$
	Percentage who have maintained flexibility and strength (avoided locomotive syndrome)	> 38.0%

Workplace Health

• Objective

Pay sufficient attention to safety to prevent impairment of health due to work or the work environment. Develop a vibrant workplace climate where there is good teamwork.

Indicators of consciousness transformation and behavior change		Indicator (2025)
percentage of employees missing one month or more of work due to a mental disorder		≤ 0.80
Number of people working a lot of overtime who are found to have impaired health		0
Number of cluster infections in a workplace or site		0
Organizational climate	Number of high-risk workplaces ¹	0
	Workplaces that continue to be or are once again high risk ¹	0
	Work engagement ¹	≥ 2.52

¹ Data collected for Seiko Epson only

health and productivity management The following is a strategic map of the

Epson Group Health and Productivity Management Strategy Map (PDF, 77KB) [PDF](#)

Health-Related Data Analysis

We have developed a health information analysis infrastructure that combines and visualizes the health information held by the company and health insurance association respectively. In FY2024, we analyzed health information with external organizations. The results will be reflected in the next mid-term plan.

Recognized under the Health & Productivity Stock Selection Program for the 4th Consecutive Year

In March 2025, Epson was recognized under the Health & Productivity Stock Selection Program for the fourth consecutive year. The Health and Productivity Management Stock program was launched jointly by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange. The program selects publicly traded companies that pursue strategic health management initiatives to promote the health of employees and other personnel from a management perspective. By highlighting companies that are attractive for investors who prioritize long-term improvement in corporate value, the program seeks to encourage companies to engage in health management efforts.

Epson received high scores in all four areas of health and productivity management: management philosophy and policy, organization, program and action implementation, and evaluation and improvement. As a result of its ongoing efforts, Epson has also been certified for nine consecutive years under the Certified Health and Productivity Management Organization Recognition Program (White 500), which was started in 2017 by METI and the Nippon Kenko Kaigi as a way to recognize companies that practice excellent health and productivity management.



[Click here to see the press release \(Japanes only\)](#) 

Mental and Physical Health

Increasing Health Literacy

We provide various education and training courses as part of our mental and physical health and workplace health initiatives. These courses are tailored to different echelons and roles within the organization and are designed to encourage people to manage their own health.

In the area of mental and physical health, the courses focus on key topics such as stress management, healthy lifestyle habits, and weight management. They are offered primarily online to accommodate diverse working arrangements.

In the area of workplace health, we conduct self-care education courses focused on fostering a healthy workplace climate. In the area of workplace health, we conduct self-care education courses focused on fostering a healthy workplace climate.

In FY2023, we provided an online course in body weight management for all personnel. (The completion rate was 88.2%.) In FY2024, we plan to offer online courses in sleep, cancer, and communication. We also provide self-care education tailored to different age groups from the time people join the company.

Wellness Activities

The origin of "health promotion activities" dates back to the early 1990s, when occupational health staff at several sites took the initiative in establishing a health promotion organization with the aim of "fostering a culture of health promotion in which employees themselves are proactively involved" from the perspective of disease prevention. These activities spread to all domestic bases and were institutionalized into the current "health promotion committee" program, which has developed into an organized and ongoing activity that unites Group employees, the company, labor and management, and the health insurance company.



Health Promotion Committee Member Training

The committee at each site is composed of employees representing workplaces and departments, managers and supervisors from the general affairs department, labor union representatives, and others. The committee plans and operates events that address health issues from the perspective of the workplace and that allow employees to participate while having fun. In addition, since FY2024, all sites have been connected online to hold company-wide training sessions. The workshop provides an opportunity to raise awareness of company-wide health promotion through lectures on improving health literacy by occupational physician, the role of fostering workplace culture and health maintenance and promotion, and messages from executive management. In FY2025, this was a large workshop with 342 participants. In response to many who expressed a desire to learn about the activities of other business places, examples of activities in Hokkaido and Nagano Prefecture were featured, and initiatives that make the most of regional and workplace characteristics were shared, company-wide leading to a sense of unity in health promotion activities and an increase in the level of knowledge.

Health Promotion Staff Activities at Each Site

business We pick up health issues at each location and workplace, and plan and manage events that employees can enjoy and participate in.

We are working to establish healthy lifestyles by holding body composition measurement sessions, exercise events to trigger exercise habits, nutritional lectures to improve dietary habits, and activities on themes such as sleep and oral care.



Action Promotion Activities

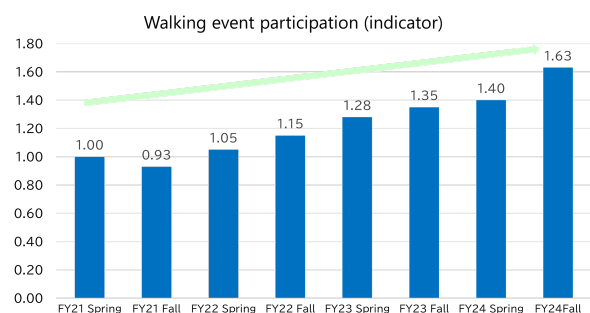
Health Action 2025 Activities aimed at promoting health that lead to action under the slogan "Notice, Learn, Act" of the

Walking Events

Since FY2021, we have been co-hosting walking events with health insurance association twice a year, in spring and fall, and the number of participants has been increasing every year.

The purpose of these events is to make employees aware of the importance of exercise in their daily lives and to engage in health promotion while having fun without strain. Participants are encouraged to participate not only individually but also as a team, and awards and incentives are set up according to the participation and achievement rates of each business office to which they belong.

Through walking, employees are able to establish an exercise routine, refresh their minds and bodies, and invigorate communication within the workplace.



Flexibility and Prevention of Muscle Weakness (Measures against Falls and Back Pain)

As part of measures to prevent falls and back pain, in FY2022 we began promoting locomotive syndrome measurement sessions and educational campaigns on locomotive syndrome, and began working on flexibility and prevention of muscle weakness.

Seiko Epson In FY2024, the Company conducted initiatives utilizing outside organizations. At the locomotive syndrome measurement sessions, individual support was provided by a health exercise instructor based on the measurement results, and individual support by a physical therapist was provided to those at high risk. As a result, both of these initiatives not only improved the flexibility and muscle strength of participating



Individualized support by physical therapist

employees, but also helped them acquire knowledge and take action related to exercise.

Event to Improve Eating Habits

Since fiscal 2019, we have been implementing health maintenance and promotion activities through dietary habits as a joint activity between the Co-op and the company. As part of these activities, in fiscal year 2023, we increased the amount of vegetables and provided soups with the right amount of salt in all Group employee cafeterias in Japan. In fiscal 2024, in addition to providing soups with the right amount of salt, we implemented an activity focusing on salt intake called "Check your salt intake and take a step forward in your health! In addition to providing soup with the right amount of salt, in FY2024, we implemented an activity focusing on "salt intake" called "Salt Check, Take a Step Forward! The "Salt Check Sheet," a simple dietary questionnaire, helped people to become aware of their salt intake status and provided an opportunity to change their behavior.



Vegetable-Rich, Lower-Sodium Soups

Individual Support

The Health Management Offices at Seiko Epson sites have medical professionals, including occupational physicians and nurses, who are available to provide counseling. Communication is emphasized, and employees are encouraged to seek counseling and mental and physical health support whenever they feel the need. Particular emphasis is placed on getting employees who show signs of potential cardiovascular or brain disease at the annual physical checkup to seek medical care to prevent the progression of symptoms. Furthermore, supervisors, HR, occupational physicians, and others collaborate to provide personalized support to enable individuals who are receiving treatment to continue to work in good health.

Meanwhile, we have employee counseling offices staffed by industrial counselors who provide both mental health and career counseling.

[Click here for more information about the diversification of work arrangements \(working hours, child and elder caregiving, etc.\).](#) ➔

Cancer Screening

Epson and the health insurance association work together to provide cancer screening at the annual physical.

They help build awareness and increase the cancer screening rate and follow-up testing by distributing informational materials and encouraging symptomatic individuals to seek further testing.

Workplace Health

Mental Health and Wellness Programs

To support the smooth return to work of employees who have returned from leave due to mental health problems and to prevent recurrence of recurrence, we are operating back-to-work program. We are strengthening efforts to reflect on the reasons why employees took leave upon their return to work in accordance with their individual circumstances, and this has been effective in reducing the number of employees who have taken leave again. In addition, medical specialists and industrial counselors are working together to examine measures to be taken, and close cooperation is maintained with the attending physician, managers and supervisors and the Human Resources and Labor Relations Department to enhance support. In addition, among highly stressed employees, those who have requested an interview with a doctor as a result of a stress check, and for those who have not requested such an interview, health counseling is provided by industrial health staff. In addition, we provide e-learning and group training as line

care education for managers and supervisors including leaders, to promote a workplace where employees can work with vitality and to prevent the occurrence of mental disorders.

Workplace Environment Improvement Activities (Sharing of Good Practices & Support for Improving High-risk Workplaces)

To avert work-related mental health issues, we conduct stress checks to assess the situation in each department and provide support to relieve stress. We began providing workplaces with feedback on analysis results in 2017 with the goal of further enhancing workplace support.

We began providing workplaces with feedback on analysis results in 2017 with the goal of further enhancing workplace support. The main actions that started from 2020 were the use of workplace improvement sheets and the facilitation of discussions.



Discussion facilitation

We continue to provide traditional workplace support because we are seeing the average overall health risk across the company decrease. On the other hand, the percentage of high-risk workplaces has stopped declining, so we continue to provide workplace support while also enhancing training for managers. On the other hand, the percentage of high-risk workplaces has stopped declining, so we continue to provide workplace support while also enhancing training for managers and supervisors to prevent further increases.

Measures to Prevent the Spread of Infectious Disease

infectious disease We are promoting activities with the aim of achieving a state in which infection prevention measures are encouraged on a daily basis in the workplace, and awareness of the importance of infection prevention measures is widespread. To ensure that each and every employee takes routine infection prevention measures, Online Courses "Infection Prevention Measures in the Workplace" was implemented in March 2024 (implementation rate: 91.8%).

Epson views infectious disease expansion as a major risk affecting its global corporate activities, and has formulated infectious disease contingency business continuity plan (BCP) and manuals for each Group company, including those in Japan and overseas, in the event of an outbreak in each country and region. In addition, we are promoting self-propelled efforts to ensure the safety of employees, minimize damage, and continue business through emergency drills and the management of stockpiles of quarantine supplies.

Other Initiatives

Overseas Affiliate Health Care Assistance

Epson's overseas employees account for 70% of the company's total workforce. Epson believes that it is important to work globally to maintain and improve the health of its workers, and is developing activities to this end. Epson's overseas bases are planning initiatives to address health issues in accordance with the culture, working environment, and health issues in each region, and are supporting workers' self-care through measures to prevent occupational diseases and other health risks in the workplace, as well as lifestyle-related diseases and mental health measures.

In addition, the head office division responds to and supports problems by sharing the progress of promotion plans and initiatives at each site while proactively communicating with overseas overseas affiliate.



Overseas & HQ Progress Sharing Meeting

Support for Japanese Employees Working Overseas

We have set up a global health support desk to provide consultation services and health-related information to Epson employees from Japan who are working overseas.

Prior to assignment, our occupational physician responsible for overseas provides information and education on three major infectious diseases (HIV, malaria, and tuberculosis).

To reduce mental and physical health risks associated with overseas assignments, the physician interviews expats when they temporarily return to Japan during the first three to six months after assignment. In addition, individual interviews are conducted online within the first year of the assignment.

Expats are provided with the same level of health-related support health as our employees in Japan. We regularly send them health-related information, conduct physical and mental health assessments, provide follow-up, and post information on the company intranet.

Support for Women's Health Issues

Counseling Services

Epson aims to create a work environment where employees can work comfortably together, regardless of gender. We offer counseling and support for health issues related to childbirth, childcare, menopause, and more. Support is available not only to the employees themselves but also to their supervisors and coworkers.

Education Programs

We provide education on women's health at various level-specific training sessions.

We are also considering various initiatives in cooperation with related divisions.

Training in Life-Saving Procedures

Based on lessons learned from past cases of emergency transport due to cardiopulmonary arrest that occurred within the company, we are promoting awareness-raising activities on first aid and lifesaving measures at all Group companies in Japan so that employees can provide the best possible first aid and lifesaving measures when they are on the scene, both within and outside the company.

We provide hands-on first aid training for directors and company-wide employees on CPR procedures Online Courses and automated external defibrillator (AED) operation, with over 90% of employees having participated in both (as of March 2025).

Initiatives Involving External Partners

We believe that improving health literacy related to "mental and physical health" is relevant to all people working at Seiko Epson. In Japan, we encourage our external partners who work together with us to participate in health literacy education, walking events, and health promotion activities held at each site on a voluntary basis. In particular, company-wide walking events provide opportunities to exercise by "walking" and improve communication among participants and within workplaces.

[Home](#) > [Sustainability](#) > [Human Resources](#) > [Health and Productivity Management](#)

Occupational Health and Safety

Approach to Occupational Health and Safety ▼

Safety Management Initiatives ▼

Fire and Natural Disaster Safety ▼

Facility Safety Maintenance ▼

Approach to Occupational Health and Safety

We at Epson make health, safety, and security the highest priority in corporate management. We believe that maintaining a healthy and safe work environment, as well as promoting physical and mental wellbeing, are essential for a healthy company. We have therefore created occupational health and safety programs at all Epson facilities around the globe to ensure that all workers in the Epson Group can enjoy work in the knowledge that they are safe.

Epson has established a Basic Occupational Health and Safety Policy that is founded on the four pillars of safety, health, fire and disaster management, and facilities, and we make officers, employees, and our partners aware of our occupational health and safety (OH&S) activities.

[Epson Group Basic Occupational Health and Safety Policy](#) ➔

Basic Concept of Occupational Health and Safety Activities



Epson is evolving the Group's OH&S activities to align them with ISO 45001, thereby further improving the workplace health and safety environment. Bearing in mind that safety, security, and health are our top priority, we will comply with all applicable local and international laws and regulations as well as with company rules. We will strive to maintain and promote both mental and physical health. Together, we will work as one to achieve our goals of zero serious occupational accidents and industrial incidents and zero occupational illnesses, thereby laying the foundation for achieving sustainability and enriching communities.

Yoshihiko Kubota

Overall Health and Safety Controller

Deputy General Manager, Human Capital and health and productivity management Division

Occupational accident situation

In FY2024, we did not have a serious occupational accident ^{*1}. serious occupational accident We keep track of the number of high-risk machines that could directly cause a serious occupational accident, and we regularly assess how these risks are being managed. The number of occupational accidents resulting from a reaction to motion or over-exertion decreased from 10 to six. Although not considered serious, these accidents resulted in time off. However, the number of incidents involving falls, cuts, and collisions (both hitting and being hit) have either stayed the same or increased. Caught-between accidents jumped from zero in FY2023 to six.

OH&S activities were expanded to cover sales companies. This has led to a decrease in the number of occupational accidents, particularly back injuries in warehouse work and falls in office settings. On the other hand, occupational accidents in manufacturing, such as caught-between accidents, cuts, and leaks, are increasing. We are strengthening the review and improvement of non-routine tasks, such as equipment maintenance, which rely heavily on specialists.

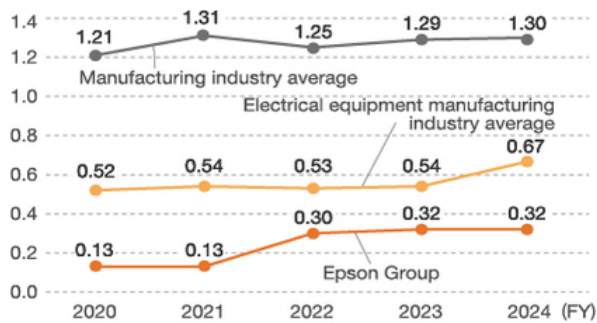
There were four incidents involving smoke and fire. In addition to the enhanced inspection of home appliances that began in FY2024, we will be strengthening the management of highly flammable chemicals.

The occupational accident frequency and severity ^{*2} increased slightly from last year, but they remain below the national average.

^{*1} Accidents involving death, disability, or other comparable aftereffects

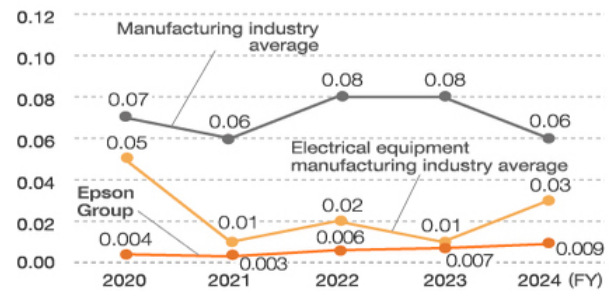
^{*2} Occupational accident indicators that are calculated in accordance with a formula of the Ministry of Health, Labour and Welfare

Occupational Accident Frequency Rate Trend Occupational Accident Severity Rate Trend



$$\text{Occupational injury accident frequency} = \frac{\text{Number of injury accidents}}{\text{Total actual working hours}} \times 1,000,000$$

* Occupational injury accident frequency: the number of injury accidents per million work hours, where an injury accident is an incident that causes a worker to miss one or more days of work



$$\text{Occupational injury accident seriousness} = \frac{\text{Number of working days missed}}{\text{Total actual working hours}} \times 1,000$$

* Occupational injury accident seriousness: the number of working days missed per 1,000 work hours, where an injury accident is an incident that causes a worker to miss one or more days of work

Workdays lost are calculated based on the criteria below.

- Fatality: 7,500 days
- Permanent total disability: 7,500 days for physical disability levels 1 to 3
- Permanent partial disability: 50 to 5,500 days depending on disability levels 4 to 14
- Temporary disability: The total number of lost days, including designated holidays, is multiplied by 300/365

Number of occupational accidents by type in FY2024

(Unit: Accident)

Falls	Reaction to motion,	Caught-between	Leaks, spills	Cuts, scrapes	Fire & smoke	Collisions	Other Support	Total

	over- exertion							
25	6	6	5	4	4	4	5	59

* The count only includes accidents that resulted in the loss of one or more workdays or secondary evacuation.

Safety Management Activities

The table below shows the targets for FY2024. After reviewing the results from FY2024, we set new targets for FY2025, as shown below.

Indicator	FY2024 Target	FY2024 Result	FY2025 Target
Serious occupational accidents & industrial incidents	Zero	Zero	Zero
Occupational accident frequency rate	≤ 0.30	0.32	≤ 0.32
Occupational accident severity rate	≤ 0.006	0.009	≤ 0.009

Actions for FY2025

Based on an analysis of occupational accidents that occurred in FY2024, we will focus on the activities below in FY2025 to prevent the same or similar accidents from recurring and preemptively avoid other accidents.

- Falls: In addition to making environmental improvements to staircases and eliminating trip hazards, etc., we will try to eliminate falls by helping employees to improve or maintain their physical fitness. Eliminate falls by focusing on the physical fitness and awareness but also by alerting individuals to common personal risk factors.
- Non-routine work: Review risks and create company-wide work standards to prevent cuts, caught-between accidents, and leaks/spills that occur during infrequent tasks such as equipment maintenance.
- Fire and smoke: Strengthening fire prevention, including by regularly inspecting home appliances and reviewing their specifications (conducting safety assessments) and by implementing electrostatic discharge measures where flammable substances are stored.

When introducing new machinery or equipment, including during the research and development stage, we identify and assess risks in accordance with the Group's risk assessment criteria. We then implement safety measures based on the findings.

ISO 45001 certification acquisition situation

In order to protect employees from occupational health and safety risks, Epson has been working on a three-year plan to acquire ISO 45001 certification, the international standard for occupational health and safety management systems, at all of its manufacturing sites in Japan and overseas (28 sites in total). In fiscal 2024, the final year of the plan, two new domestic sites obtained certification, completing the acquisition of certification at all manufacturing sites as originally planned.

Global sharing of OH&S activities information

Epson production sites in Japan and abroad regularly hold meetings between management and operational staff and between labor and management to share information and level up their OH&S activities.

At the management level, the senior executives and Epson Group company presidents who head up health and safety programs at Epson sites in Japan gather twice a year for a general health & safety controllers' meeting in which the director in charge participates. The same thing happens separately overseas. These meetings are used to discuss the current situation and challenges faced in occupational health and safety and to work on improvements.

At the labor-management level, members of the labor union and management convene monthly health and safety committee meetings to gather ideas and feedback from workers that can be used to improve site health and safety.

For our overseas sales companies, which began OH&S activities later than our production sites, we are working to raise overall standards through tailored support. In addition to holding general meetings, we also conduct site-specific meetings to share location-specific challenges and successful examples from other sites.



September 2024

General health and safety controllers'
meeting with overseas sites

Building awareness internally through Safety News bulletins

Epson analyzes all occupational accidents and industrial incidents in the Epson Group, identifies causes, and implements measures to prevent similar incidents. Information on occupational accidents and industrial incidents—including causes, countermeasures, and recurrence prevention measures—is compiled into "Safety News" bulletins and disseminated to all employees through the company intranet.

Human resource development through health and safety education

Epson considers its comprehensive health and safety education courses to be among the most important in its education program. A key feature of the program is that the curriculum is tailored to the different echelons and roles of employees. For general employees, we focus on practical training in things such as risk assessment and hazard prediction. For management and supervisory staff, the emphasis is on acquiring skills to lead the workplace, while, for specialists, the focus is on improving practical skills. This approach is integrated into the company-wide education curriculum.

In FY2024, approximately 80,000 people received education related to occupational health and safety. This includes 28,451 general employees in Japan, 48,003 general employees overseas, 3,187 managers and supervisors, and 2,025 specialists (e.g., safety officers and chemical substance managers).

Fire and Natural Disaster Safety

Epson has in place a Group-wide plan to control priority risks. We regularly review and update the plan and conduct drills based on it to prepare for fires, earthquakes, and wind and flood damage. These disaster drills are designed to preserve life, minimize damage, and enable a recovery. We test their effectiveness and take steps to further improve them.

Initial disaster response

In the event of a disaster or the threat of a disaster, a Disaster Prevention Headquarters will be established, led by each Group site in Japan and overseas, to direct disaster countermeasures and measures. When established, the headquarters will immediately report to the secretariat of the Seiko Epson General Disaster Countermeasures Headquarters as the first report. The matters to be reported at that time are stipulated below.

1. personnel safety
2. damage to buildings, equipment, and facilities
3. impact on operations
4. any other information that the disaster task force chief deems necessary

To gather information about disaster situations and to ensure that information is transmitted even if infrastructure is disrupted, we have set up multiple channels to receive reports from both domestic and international sources. Our domestic sites have put in place a system that enables us to verify the safety of our people and to provide information not only at the Group-wide level but also at the local site level. Authority has been granted to Epson sites to use our emergency communication system to gather information on employee safety and to share that information with local authorities. Our overseas sites also ask employees to report their situation when there is a natural disaster. Until last year, only our manufacturing sites were to do so. However, starting this fiscal year, our sales sites have also begun to receive reports from their employees so that we are now able to verify the safety of all Epson Group employees worldwide.

The Central Disaster Task Force administrative office reviews site reports and sets up a central disaster task force if the damage is extensive or wide-spread or if an affected site asks it to do so. The central disaster task force assesses the situation at each site, issues comprehensive guidance to each disaster task force, and provides prompt support and actions for a recovery. It also compiles recovery prospects and announces them both internally and externally. Once the disaster task forces have completed their initial response, a swift transition to the business continuity plan (BCP) is made.

Disaster preparedness

Many Epson sites in Japan and abroad have their own fire brigades. They regularly conduct drills to prepare them to take the lead in providing aid and minimizing damage to facilities and equipment in the event of a fire. Moreover, all employees at our domestic sites undergo training in the use of fire extinguishers to prepare them to fight fires in the incipient phase.

Each site also prepares for other disasters by identifying risks based on local hazard maps and developing drill plans accordingly. All employees participate in drills in which they evacuate buildings or extinguish fires in accordance with a simulated workplace disaster scenario.

In terms of organizational structure, we have put in place initial response guidelines for the entire Epson Group. These guidelines are regularly reviewed and updated, and Group sites integrate these guidelines into their own processes to establish a system that works best for them.

[Preparations in response to emerging infectious disease](#) ➔

Facility Safety Maintenance

Epson maintains safe facilities in line with the Epson Group Basic Occupational Health and Safety Policy to prevent accidents caused by faulty buildings, equipment, and facilities.

Facility safety maintenance covers all domestic and foreign Epson Group buildings and building equipment, including but not limited to electrical equipment, air conditioning and sanitary equipment, drainage equipment, disaster management equipment, communication equipment, and equipment for supplying gas and chemicals to production machinery. Maintaining the soundness of buildings and building equipment, planning and maintaining them to minimize damage from fires and earthquakes, and ensuring the safety of employees and others will help Epson to ensure business continuity and deliver products and services on time. Epson thus has in place a variety of facility safety measures.

For example, before a new building or new building equipment is constructed, installed, refurbished, or removed, a safety assessment is conducted to identify potential problems and improve designs. In addition to managing safety during construction, we also conduct safety assessments prior to use to verify that buildings and building equipment were constructed or installed as designed. If there is a problem, we have it fixed, and if it is not fixed, the building or equipment cannot be used until the problem is resolved.

In addition to ensuring compliance with applicable laws, regulations, and codes when conducting safety assessments, we are also

working to build safer buildings and building equipment by establishing our own standards and preventing the recurrence of past accidents and problems.

In many cases, we enlist the cooperation of outside partners to do the actual construction work. When we hire a partner, we carefully manage safety by communicating the construction rules, controlling access to the site, ensuring that confidentiality is maintained, and providing instructions for working safely. We also try to raise safety awareness among our partners by holding safety conferences.

To encourage employees to acquire the licenses and qualifications needed for facility management and to maintain and raise the level of facility management, Epson provides employees with ongoing professional education. To help ensure electrical safety, Epson created its own program for training and qualifying electrical equipment technicians. Only qualified technicians are allowed to perform electrical work and maintenance on machinery used at Epson sites worldwide.

We at Epson will continue to try to eliminate occupational accidents through activities like these.



Building safety assessment



Outside partner safety conference



Electrical equipment technician
training