

Relationship with Employees

We have introduced a variety of personnel programs to energize the Group with new ideas and vision.

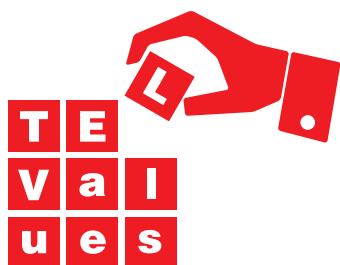
Concept of the Personnel System

The Tokyo Electron Group respects a spirit of challenge and independence amongst its employees and aspires to be a corporate group in which employees can take on a variety of challenges. Based on this, we are improving the working environment to attain the following three targets: (1) no penalizing of employees who fail while taking reasonable risks in creative endeavors; (2) rigorous fairness in handling of our personnel; and (3) fairness in compensation. Our personnel system is designed to motivate the organization and help each employee develop him/herself. The system does not simply focus on the results, but also attributes importance to the process leading to the results. Our goal is to fairly evaluate employees based on their contribution through the three mainstays of “competency to assess processes,” “the individual’s role (mission),” and “results based on the employee’s role (performance).” Competency is not just the objective of assessment and inspection, but a measure of the growth of the employee’s skills and abilities required for task categories. Also, we are constantly reviewing our personnel system for continuous improvement.



TEL Values

In April 2006, we summarized the values and action guidelines of the Tokyo Electron Group into TEL Values (see page 2). TEL Values show what we valued and will continue to value toward the future under the following five keywords: Pride, Challenge,



Ownership, Teamwork, and Awareness. Employees of the Group always keep TEL Values in mind as a driving force toward new growth in the future.

We conduct a survey on employees to investigate their awareness of TEL Values and how they are motivated through the Values once a year and feed back the results to the employees.

Providing Employees with Comfort in the Workplace

The Tokyo Electron Group is committed to providing employees with a comfortable workplace. For example, in April 2007 we expanded the scope of our childcare leave system. Specifically, we extended the period during which employees can take leave*. In addition, we established a new childcare support system, under which employees are given special holidays of up to five days a year to be with their children until they graduate from elementary school. These measures support our employees in raising their children while working. In FY 2007, a total of 65 employees took childcare leave.

In addition, we have a “refresh vacation” system so that employees can refresh themselves both physically and mentally. Under this system, employees can take from two weeks to one month holiday when their term of service reaches 10 years, 15 years, or 25 years.

In recent years, mental problems in the workplace are becoming a serious social concern. In response, we provide mental health education for our executives and are actively implementing measures to help employees to look after their mental health.

* In the past, employees could take childcare leave until their children became one year old (or one year and six months in some exceptional cases) but now they can take leave until the end of the April following the date on which their children become one year and six months (or until their children are three years old in some exceptional cases).

TEL University

In August 2007, the Tokyo Electron Group established TEL University to support the development of human resources on a medium- to long-term basis, based on our belief that employees are invaluable assets for the Group. TEL University is designed to provide employees with an opportunity to obtain the knowledge and skills necessary for us to pursue the top position in the world. What is more, the University is useful in developing the capabilities of managers and educating the next generation of leaders as well as in promoting exchanges between management and employees and helping employees deepen their understanding of TEL Values.

At TEL University, we help individual employees develop themselves, and this in turn will energize the Group with new ideas and vision and help it to grow.