

# Relationships with Employees

We are trying to create a work environment where all employees can perform their entire capability and work with sense of rewarding.

## Human Resource System

Our Company's human resource system is designed to support the employees so that they can enthusiastically carry out their work using their creativity, while feeling their growth to become the person that each "independent individual" wants to be, through communication between the employees and their supervisors. We try to make a fair HR assessment by making it more transparent, more persuasive, and more results/contribution-oriented.

## Human Resource Development

Our Company believes that the essence of human resource development is "for each employee to try to grow through voluntarily self-improvement". We offer various human resource development opportunities for the employees who wish to "learn" and "grow".

### 1. Professional staff, General staff

Name of training	Content
New employees self-start	To learn the importance of taking self-driven actions and make the training as the first step to form their own career.
Third year self-start	To learn the importance of inspiring themselves in order to keep on challenging with high motivation.
Before promotion to manager position	To enhance essential agenda setting/strategy setting abilities. To recognize the role and responsibilities as the leader for the next generation and develop action plans to achieve the vision.
Strengthening on-site capacity	To enhance communication capacity. To share issues on the site, discuss the solutions and capture opportunities to solve the issues.



Strengthening on-site capacity training



Self-start training

### 2. Others

Name of training	Content
Evaluator	To learn about the evaluation, basics of HR evaluation, practice of capacity assessment, and capacity assessment communication.
Coaching skill	To acquire coaching skill called "Communication technology to promote voluntary action".
Work improvement	To try to clarify scope of work/role and enhance communication capacity and motivation control capacity.
Correspondence education	To provide support tools for individual employee to have his/her own vision, have career plan and move up step by step to achieve self-realization.
Strategic OJT	Aiming at "creating an organization that develop people and where people grow", supervisor and subordinates work on OJT facing each other in an effort to strengthen capacity to develop human resources and capacity to work.



Work improvement training



Coaching skill training

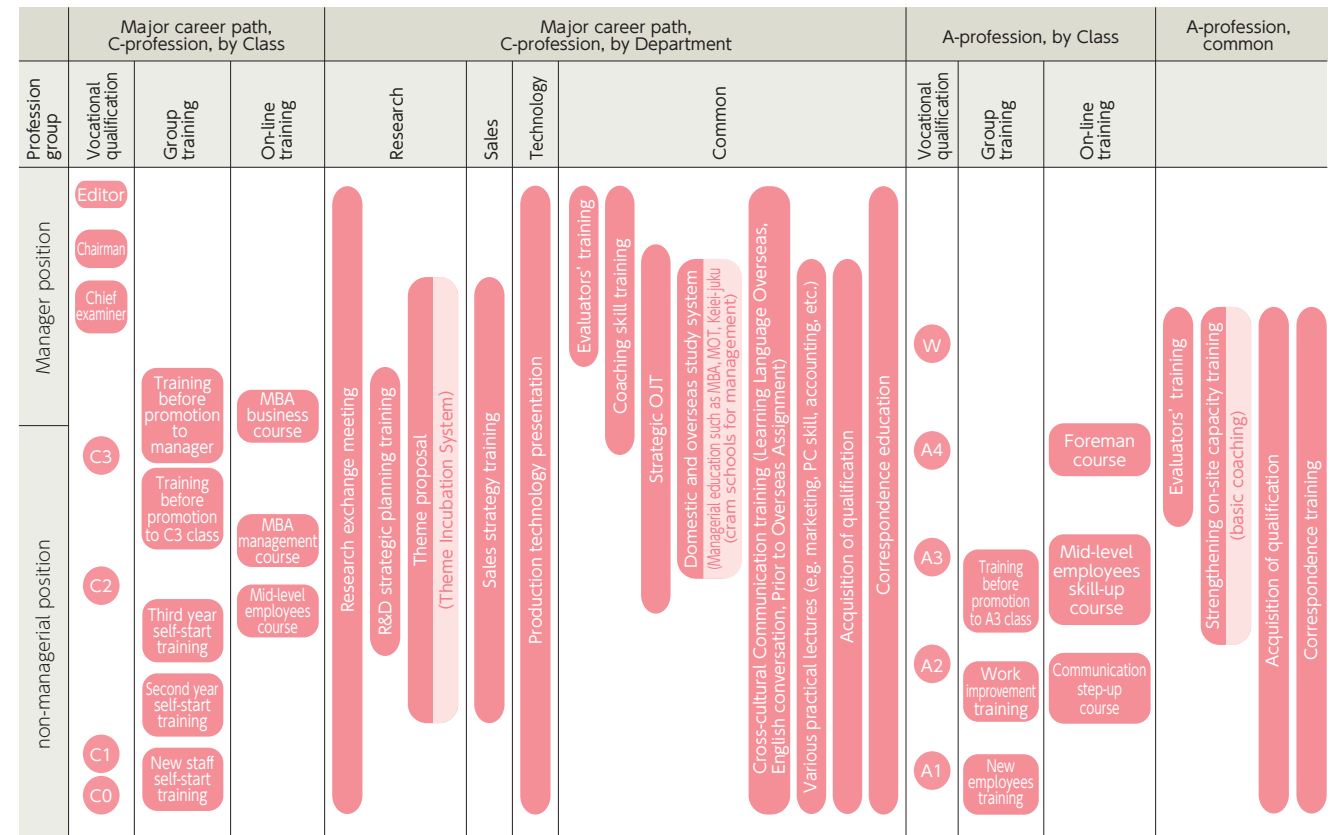
### Message from a training participant

Intellectual Property Department, **Hirotsugu Taki**

I have opportunities to recognize my shortcomings and acquire skills to augment them at appropriate timings. At the Pre-Manager Promotion Training, I received trainings that allowed me to review myself based on the analysis by myself and others, change awareness and behavior, and establish a vision based on a holistic perspective. The training enabled me to look at my current work from a higher stand point of view, and I was surprised that I could have new goals that I had never thought of. What one person can do is limited. I realized the power that is generated by gathering the wisdom of many people.



## Educational Training System



Manager candidate staff : C class(Create class)  
 Manager equivalent staff : W class(Wisdom class)  
 Non-Managerial staff : A class(Associate class)



Strategic OJT

### Message from a training participant

Biological Research Laboratories, Safety Research Group, **Kei Kusakari**

For each grade of profession, the role is clarified and the direction is confirmed. Currently, I am working on a project with my subordinates using the comprehensive perspectives, theoretical thinking and various leadership styles that I learned from the Pre-C3-Grade-Promotion Training. In order to continue producing large outcomes, I believe it is necessary to have the same direction with your supervisor. I hope to find the solutions and tricks in the "Training to Face with your Supervisor in-depth" that I am currently taking.



## Award System

Every year, we provide awards to the employees for beneficial invention, improvement ideas, or outstanding performance and service that are beneficial for our business. Furthermore, from the intellectual property perspective, we try to increase incentives for research and development that would lead to new inventions and higher quality and creativity by providing rewards to the excellent patent-pending inventions.

Name	Award winner	Content
Central Award	President & CEO	Awards/rewards are given to the inventions, improvement ideas, or outstanding performance and services that are beneficial for our business.
Business Division Award	Head of Division	
Site Award	Head of Site	
Excellent invention award	Executive officer responsible for Intellectual Property Department	In order to facilitate improvement of research and development capacity, excellent inventions are early encouraged.



Central Award ceremony