HR Development

In its HR development policy, the Group has set goals to ensure that "everyone can play an active role" and to "develop an environment where leaders (successors) can grow naturally." We hope that these efforts will foster job satisfaction and pride in each employee.

▌ Goals

▶ Creating a system in which everyone can play an active role

Measure	Target value / Vision	Achievement time (FY)
Ensuring that every employee can play an active role To provide an environment in which all employees can play an active role regardless of their course, we unify the grade system from the current generalist and specialist positions to an associate position.	Unification of courses	2023
Supporting proactive challenges and independent learning ● We improve existing systems, such as the "Internal multiple work system," which allows employees to take on their own challenges, "Awards from General Managers to encourage challenges," "Commendations from the president," "JET (Job Exchange Training)," and "Training retreats," to make them more accessible based on employees' views. ● We provide career development training to help employees understand their strengths and weaknesses, increase their value, and continue to grow, establishing an internal system that helps them realize their career aspirations. ● By actively implementing rotations within and between divisions (functions), we provide opportunities for employees to acquire diverse and wide-ranging knowledge and experience. We also conduct aptitude tests for all employees and prepare personnel data to enable rotation based on an individual's characteristics (putting the right person in the right position). ● To develop human resources who can work globally, we continue to provide the "Study abroad system," "Overseas training," and "Language training."	A state full of human resources with a spirit of challenge and a strong desire to grow	2027
Organizational evaluation system To maximize organizational performance, we have operated a system to evaluate organizations at the department level or above since FY2024. We will create a state in which each organization sets its goal toward its vision (WakuWaku vision), with every member taking action toward the goal.	Achievement rate of organizational goals: 80% or more	2025

▶ Development of an environment in which leaders (successors) grow naturally

Measure	Target value / Vision		Achievement time (FY)
	FY2023 results	FY2024 results	
Organizational evaluation system ● Hold regular HR development meetings to select future leadership candidates and discuss a leadership development plan, thereby identifying missing leadership requirements ● Provide selective training to leadership candidates, enabling them to view the company from a management perspective and acquire the skills to formulate strategies ● Implement rotations to fill leadership requirements ● Provide career training in order to identify young employees who envision their career paths and want to take on the challenge of becoming a leader	Leadership candidates for each position filled → 8-month selective training conducted (Target: 12 people)	Of 12 employees who participated in the first batch of selective training in FY2023, 11 have been promoted, advanced, or transferred to other positions. Participants have been selected for the second phase of training in FY2025.	2027

▌ Initiatives in FY2024

We enhance our training content for skill improvement and career development. In FY2024, we established five new legal courses based on employee feedback and established the R&D Academy, where employees can learn about Sanyo Chemical's unique methodology in R&D and acquire the skills necessary as researchers.

WEB	Human Resources (HR) Development	›