

HR Development

We have established our HR Philosophy as “Respect diversity and collaboration” to promote changes toward our Vision. Under this philosophy, we will foster job satisfaction and pride in each employee based on our HR policy, “Create an environment in which individual abilities can be maximized.”

Target

▶ Everyone can play an active role

Measure	Target value / Vision	Achievement time (FY)
<p>Ensuring that every employee can play an active role</p> <p>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.</p>	Unification of courses	2023
<p>Supporting proactive challenges and independent learning</p> <ul style="list-style-type: none"> ● 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,” “Recommendations 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 collect personnel data to enable rotation based on an individual’s characteristics (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
<p>Organizational evaluation system</p> <p>From 2024, we will introduce an organization evaluation system to maximize organizational performance. We will create a state in which each organization sets its own goal toward its vision (WakuWaku vision), with every member taking action toward the goal.</p>	Achievement rate of organizational goals: 80% or more	2025

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

Measure	Target value / Vision FY2023 results	Achievement time (FY)
<p>Systematic leader development</p> <p>We regularly hold human resource development meetings to select candidates for the next leaders and discuss a leadership development plan, thereby identifying missing human resource requirements. We provide training for selected leadership candidates to enable them to see the company from a manager’s perspective and acquire the skills to formulate strategies. We implement rotations to fill missing human resource requirements. We provide career training to discover young employees who envision their career paths and want to take on the challenge of becoming a leader.</p>	<p>A state in which there are enough leadership candidates for each position</p> <p>→ 8-month training program (Target participants: 12 people)</p>	2027

VOICE



We received the “Awards from General Managers to encourage challenges” for our activities aimed at creating a comfortable work environment. The plant where I work is located outdoors, so when it rains, we have to change into a raincoat to work there. Based on staff views, we decided to install a locker room for rainy days in a location that allows for good traffic flow to the plant. It has a space to dry rain gear, benches, and a hand-washing area. After it was completed, our General Manager came to see the site. I was happy that our efforts were recognized. Encouraged by this award, I would like to continue to actively take on various challenges.

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