



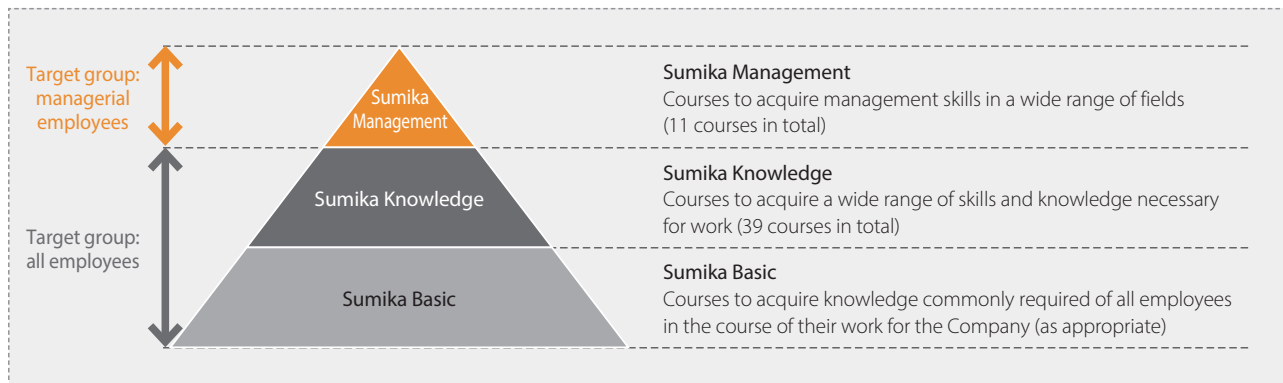
# Human Resources Management

## Human Resources Development and Growth

### Targets and Results / Examples of Initiatives

Since FY2022, we have provided a learning platform called the SUMIKA Learning Square to enable all employees to update their knowledge and skills as and when necessary, regardless of their age, job title, or other such factors, thereby supporting autonomous and voluntary learning.

#### SUMIKA Learning Square



Moreover, in recent years, in addition to the aforementioned training systems and programs, to support the independent career building of all motivated and skilled employees, we are focusing on online programs that enable learning on smartphones and PCs with the slogan “whenever, wherever, and however many times.”

Specifically, we offer a broad range of content open to all employees, including a comprehensive MBA curriculum spanning business basics to practical application, DX skills training, leadership training programs, an online language learning program for English and eight other languages, and an online English business writing course, and other programs. We are also working to raise the level of and strengthen the knowledge, skills, and language abilities of employees in global business development.

#### KPI

50% or more of all employees taking self-selected training programs by FY2024

#### Investment in Training (Sumitomo Chemical)

<b>FY2022 Results</b> Approx. <b>350,000</b> yen/year per person	<b>Target</b> 300,000 yen/year per person or more continuously
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#### Time Spent on Training (Sumitomo Chemical)

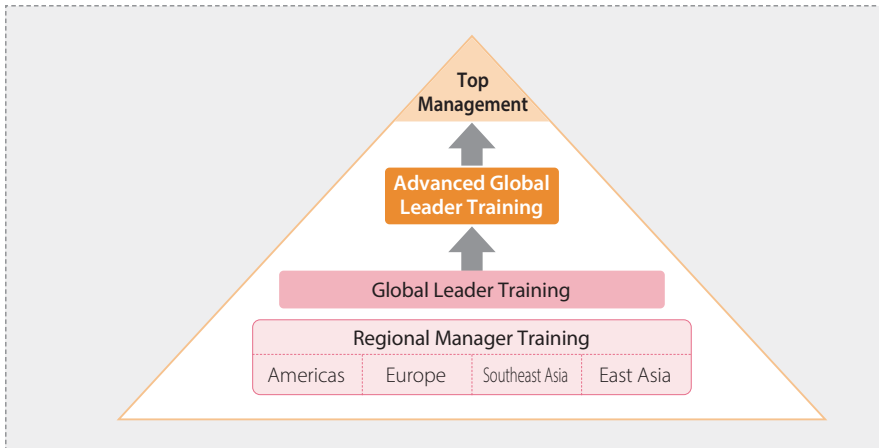
<b>FY2022 Results</b> Approx. <b>138</b> hours/year per person (8% of regular working hours)	<b>Target</b> Aim to spend 10% of work time on training or studying for work
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## Methodical Development of Global Talent

Sumitomo Chemical is carrying out a staged training program in human resource development for employees both in Japan and at overseas Group companies, in order to discover and develop next-generation leaders in a systematic way, emphasizing the creation of Global Leaders who can take on the role of core management.

### Next-Generation Leader Development System



#### (1) Advanced Global Leader Training

In our Advanced Global Leader Training for general managers inside and outside of Japan, we instill management perspectives and insights among participants through lectures and discussions featuring the Company’s executive officers and external experts.

#### (2) Global Leader Training

In Sumitomo Chemical’s Global Leader Training for managerial employees both inside and outside of Japan, Sumitomo Chemical has worked with a graduate school of business with the goal of developing the employees’ ability to propose and conceptualize business strategies. They decide on their own topics and provide advice on the content of these specific initiatives to the President and others in management.

### Training for Development of Global Talent (for select participants)

Name	Approach	(No. of people)		
		FY2020	FY2021	FY2022
Development of Global Talent	In order to create global leaders who will play a central role in management and to develop talent that supports our global business operations, we systematically conduct various training programs.			
(1) Advanced Global Leader Training	Our global leader training program focuses on action learning.	—	14	13
(2) Global Leader Training	Conduct training programs to develop the next generation of leaders.	27	27	14

#### FY2022 Results

Participants **27**  
 Average time **58** hours per person  
 (breakdown: 23 men, 4 women)



## Management Skills Enhancement Training

We are conducting a training program to provide managers with the ability to guide their own organization and thus achieve their goals through the learning of general principles and practical skills needed for workplace management.

### ■ Management Skills Enhancement Training (required for all eligible employees)

(No. of people)

Name	Approach	FY2020	FY2021	FY2022
Management basic training	Training that promotes the systematic understanding of basic management principles and enables the practice of skills that can be used in the workplace	213	237	184
New department manager/team leader training	Training for developing and guiding subordinates as well as managing workplaces from the perspective of risk management, including the authority of management supervisors in the Labor Standards Act	89	86	65
MG I grade promotion training	Training for management-level employees aimed at fostering self-awareness regarding their roles and occupational duties along with cultivating strong self-actualization and at changing their mindsets as organizational leaders	118	158	126
Training for new line managers	Training that depicts scenarios for transforming organizations and deepening knowledge through learning aimed at instilling the knowledge and perspectives needed in a general manager	—	—	25
Training in communicating with subordinates	Training on feedback methods used to develop subordinates and ensure understanding of basic communication policies	123	183	55
Diversity management training	Training covering management capabilities, including how to influence organizational performance, and the management qualities and skills needed to gather diverse personnel and guide them on teamwork and achieving goals	230	219	269

### FY2022 Results

Participants

**724**

Average time

**7** hours per person

## System for Passing on Skills and Developing Personnel

We have established a Trainer System, a Senior Training Advisor System, and an Advanced Maintenance Specialist Certification System with the main aim of steadily passing on skills essential to the manufacturing frontlines and developing future core personnel.

(No. of people)

Name	Approach	FY2020	FY2021	FY2022
Trainer System	Highly skilled employees who have an aptitude for teaching provide instruction and advice to facilitate development.	62	64	58
Senior Training Advisor System	Supervisors and potential supervisors are provided OJT to develop core personnel for manufacturing departments.	9	8	8
Advanced Maintenance Specialists Certification System	People who have high practical knowledge and a wealth of experience in maintaining equipment promote measures to take the Company's safety level to the next level.	—	—	20

## Looking Ahead

Going forward, Sumitomo Chemical will continue to promote various measures for employee growth to realize a human resources system centered on "development and growth." We have expanded online options for training programs. We will continue to take measures that let employees choose their own training content and make learning a habit.