



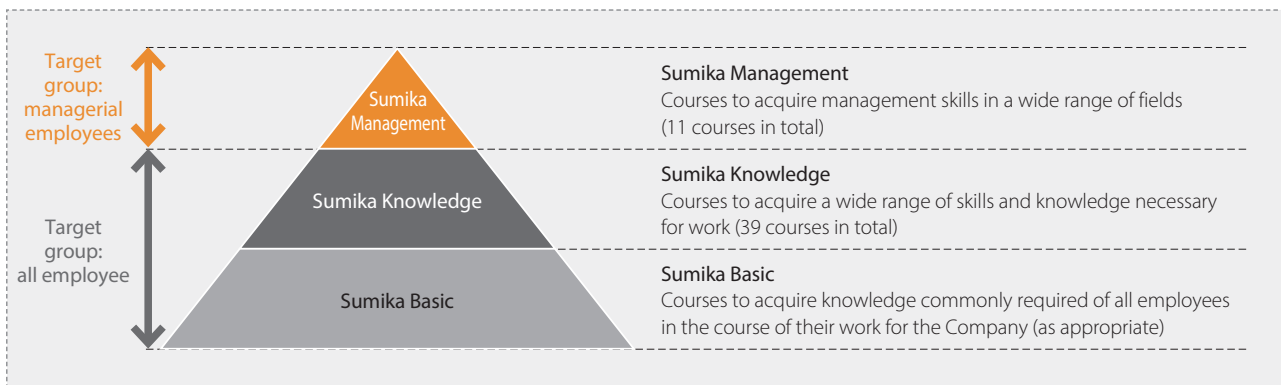
Human Resources Management

<Human Resources Development and Growth>

Targets and Results / Examples of Initiatives

From FY2022, we have been establishing a learning platform called the SUMIKA Learning Square to enable all employees to update their knowledge and skills (reskilling) as and when necessary, regardless of their age, year of employment, or current job title, 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, 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)

FY2021 Results Approx. 340,000 yen/year per person	Target 300,000 yen/year per person or more continuously
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■ Time Spent on Training (Sumitomo Chemical)

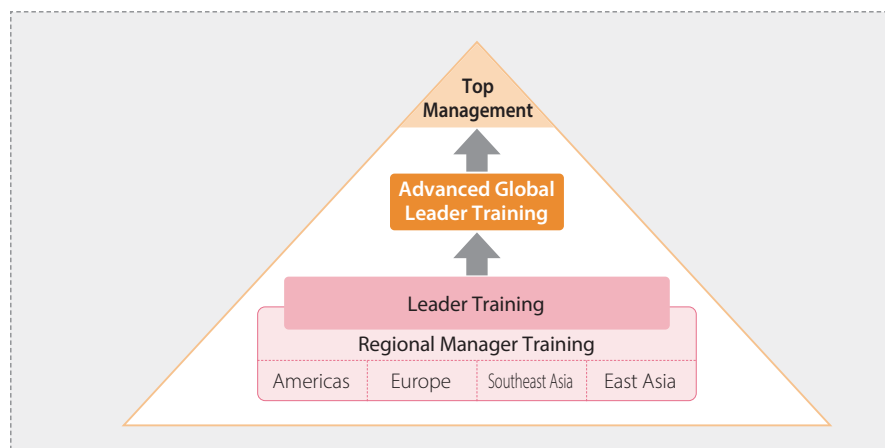
FY2021 Results Approx. 137 hours/year per person (8% of regular working hours)	Target Aim to spend 10% of work time on training or studying for work
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Methodical Development of Global Talent

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



Note: The education system was revised from fiscal 2022

(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 executive officers and external executives.

(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' conceptual strength and abilities to propose strategies for the creation of new value. 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)

(No. of people)

Name	Approach	FY2019	FY2020	FY2021
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) Global Leader Training	Our global leader training program focuses on action learning.	20	—	14
(2) Leader Training	Held in Singapore and Japan to develop the next generation of leaders, we conduct training programs in English.	27	27	27

FY2021 Results

Participants **41**
 Average time **61** hours per person
 (breakdown: 38 men, 3 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	FY2019	FY2020	FY2021
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	175	213	237
New department manager/ team leader training	Training covering the knowledge and skills, including risk management, necessary to operate as a workplace manager	55	89	86
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	75	118	158
Training in communicating with subordinates	Training on feedback methods used to develop subordinates and ensure understanding of basic communication policies	240	123	183
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 (from FY2020)	—	230	219

FY2021 Results

Participants

883

Average time

7 hours per person

Enrollment rate of
all eligible employees:

100%

System for Passing on Skills and Developing Personnel

We have established a Trainer System and a Senior Training Advisor 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	FY2019	FY2020	FY2021
Trainer System	Highly skilled employees who have an aptitude for teaching provide instruction and advice to facilitate development.	48	62	64
Senior Training Advisor System	Supervisors and potential supervisors are provided OJT to develop core personnel for manufacturing departments.	8	9	8

In addition, from fiscal 2022, we established a new system to certify individuals possessing a wealth of experience and hands-on knowledge skills in the maintenance and safety of equipment and who are responsible for various tasks as “Advanced Maintenance Practitioners.” We will continue to promote initiatives to enhance safety throughout the Company.

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.