

## Human Resources

Based on the idea that Japan is part of a global market, the numerous personnel engaged in advancing operations are a vital management resource for the creation of new corporate value.

### Basic Approach

Our basic missions are to recruit and develop diverse personnel from around the world who have a strong appetite for taking on innovation and to establish a work environment that enables all employees to make the most of their individual skills. To these ends, we are enhancing our human resource development programs from a Groupwide and global perspective.

(For details about the EBARA Group's training programs, please see *EBARA Group CSR Report 2016*.)

### Competitive Advantages

We began assigning young employees to positions overseas under the Global Human Resources Development Program in the fiscal year ended March 31, 2012. We have assigned 60 employees to positions overseas under this program. Currently, 28 employees are working in China, Vietnam, Singapore, Italy, Bahrain, the United Arab Emirates, and other countries.

Also, our head office has been stepping up the hiring of foreign nationals since 2011. At present, employees from such countries as China, South Korea, Taiwan, and India work for the Group in Japan and overseas.

### Priority Strategies and Progress

- Strategy** • Foster employees who are able to work globally
- Progress** • We have sent 17 young employees to nine countries with major overseas bases.
  - We have encouraged personnel exchanges by temporarily assigning employees from overseas subsidiaries to positions in Japan.

- Strategy** • Establish workplaces in which employees can develop and make maximum use of skills
- Progress** • We have been conducting a Career Management Program on a trial basis, which integrates business strategies and human resource development.
  - We have prepared a guide to public and Group support systems for employees bringing up children or providing nursing care while working.

- Strategy** • Promote diversity
- Progress** • We have conducted a fact-finding survey and analyzed issues in relation to the empowerment of female employees.
  - We have begun initiatives to reform work styles.

- Strategy** • Introduce a compensation system that reflects capabilities and achievements appropriately
- Progress** • We have extended performance-based bonuses to include all employees.

### Example of Foundation Strengthening

As well as the abovementioned development of human resources, the EBARA Group fosters the next generation of managers, who will advance management strategies and lead global operations. As part of these efforts, we conduct Business Leader A Training and Business Leader B Training programs.

Business Leader A Training targets employees between the ages of 30 and 40 and entails learning about all aspects of management over a six-month period. As a final task, groups of several trainees choose a subject, prepare a proposal themed on it, and present the proposal to the senior management team. Our aim is to foster personnel who have the drive, gumption, and commitment that business leaders need.

Meanwhile, Business Leader B Training focuses on fostering a select few as future managers. Trainees assume the viewpoint of senior managers responsible for leading the Group, tackle actual management tasks, and propose solutions. This experience helps trainees to internalize the qualities of effective managers.

The business leader training that we have been conducting since the fiscal year ended March 31, 2006, has produced 28 officers and Audit & Supervisory Board members, including those of affiliated companies. More than half of currently serving executive officers have undergone business leader training.

By continuing to foster the next generation of managers in this way, the EBARA Group will create an abundant supply of human resources and lay the foundations for the Group's ongoing development.