



## Initiatives for the Next Generation

# Human resources development to help all employees maximize their abilities

## / Manufacturing training programs with emphasis on experiential learning

Aiming to transfer technologies and develop employees who can maintain the safety and high productivity of manufacturing workplaces, in FY 2016 we launched the Nisso Takaoka Academy at the Takaoka Plant to provide systematic training programs for newly employed manufacturing personnel. Training is mainly provided to personnel newly employed at all Group companies in Japan.

The emphasis of the training is on experiential learning. With their safety assured, participants can experience falling from a high place, encounter water and gas leaks resulting from loose bolts, and come up against other situations that they cannot experience from desk-based learning. Participants are provided with opportunities to experience simulated risks and failures that would not be possible during on-the-job training. The valuable experience they gain through these programs helps increase their awareness of the need for accuracy and safety in their work, which can then be applied to their activities in the workplace.

In FY 2020, we commenced a two-year plan to expand educational facilities and increase equipment used for safety education, and in April 2021, we established the Nisso Technical Training Center. To further enhance safety awareness, we will provide experiential safety education to other employees in addition to newly employed manufacturing personnel.

## / Diverse human resources as the source of competitiveness

The Nippon Soda Group believes that having a workforce made up of people with diverse values is essential for generating new innovations and increasing global competitiveness. In this context, we recognize the promotion of diversity as an important management strategy. Efforts to promote diversity include transformation of our personnel systems to make full use of our diverse human resources, improvement of the corporate culture and work environment, and implementation of various other basic support systems. Through these efforts, we aim to become a company where motivated, competent employees can enjoy working and continue to grow and develop regardless of gender, age, nationality, or other personal characteristics. We will also develop medium- to long-term training systems including a succession plan, with particular emphasis on developing future leaders. With a focus on the next generation of Nippon Soda employees, we will develop a system and environment where individuals with different values can engage in friendly competition with one another to improve themselves, regardless of their track record, and improve workstyle added value for employees, in order to maximize diverse sets of competencies. Emphasis is also being placed on employing both new graduates and mid-career professionals. Efforts in this regard include briefing sessions hosted by employees and study groups involving senior employees, with the aim of attracting the attention of a large number of people. We will continue our efforts to develop competent human resources and create a work environment where all employees can maximize their abilities and play an active role.

## / Enhanced new graduate recruitment efforts

With an eye on Nippon Soda's next generation, we are focusing on strengthening our recruiting activities to create an environment in which employees with diverse values can engage in friendly competition without being limited by past experience. In recruiting new graduates, we are working to enhance understanding of the company among as many people as possible, regardless of gender or nationality, by introducing female employees on our website and hosting attentive Q&A sessions via our online briefings. Seeking to attract people who appreciate our business activities and hope to grow together with our company, we publish our message on our recruitment website. The website includes information on the value we offer and our contribution to society through businesses as well as comments from employees who are active in our various businesses.

