



Human Capital

Message from the Officer in Charge of Human Resource Management

HUMAN CAPITAL MANAGEMENT

A raft of measures to promote diversity and enhance autonomy and organizational strength, creating an organization where everyone can thrive

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One of our Group's visions is "to be a company whose members can actively apply themselves." To make this a reality, we have set out three main themes within the material issues of human capital: (1) promotion of diversity; (2) enhancement of autonomy; and (3) enhancement of organizational strength. We are working on these themes, keeping in mind the ability to respond flexibly and quickly to changes in the external environment, and sustainable growth of our human resources, one of our Group's strengths, as well as our organizational strength. We achieved all of the targets that we set as KPIs for FY2024, and I feel we are making steady progress toward Vision 2030.

Health Declaration for the Group of Sumitomo Bakelite Co., Ltd. was published in March 2024. In addition to the regular health checks that were already in place, we have brought in initiatives to encourage employees to improve their exercise and lifestyle habits. Since FY2024, we have been recognized as a Certified KENKO Investment for Health Outstanding Organization (Large Enterprise Category) by the Nippon Kenko Kaigi.

In FY2025, we will hold a new Global DE&I Conference to further promote DE&I. As a Group, we have around 50 sites around the world, each located in regions with different labor laws and challenges relating to DE&I. In the past, each Group company has worked on its own individual solutions and responses, but we now want to create a Group-wide culture of sharing challenges and advice.

Furthermore, we have started work on a succession plan to help improve our organizational strength. To attain sustainable growth, it is vital to nurture successors capable of taking over the management of each department. As a global Group with a huge variety of products and business fields, all kinds of issues can arise. Coming up with appropriate solutions requires varied experiences and networks, not just specialist expertise. This is why we take rotation and work experience into account when reassigning human resources and implementing training programs.

■ Promotion of Diversity

We are tackling the issue of diversity with a focus on promoting the advancement of female employees and increasing the percentage of mid-career hires. To create a company where diverse employees can thrive, we need to change the awareness of every employee and the atmosphere in the workplace. The DE&I Promotion Office is working to raise awareness and educate employees. The Human Resources Development Department holds networking events for mid-career hires, enabling them to make the most of internal networks.

■ Enhancement of Autonomy

We implement a 360° assessment scheme so that employees can inspire each other and achieve greater autonomy. In FY2024, the assessment was conducted for 52 department managers from our Group in Japan. Going forward, we want to roll this out to all levels.

To encourage a spirit of challenge, our personnel evaluation system evaluates challenge through both behavioral and performance evaluations. We are working to foster a corporate culture where courageous risk-taking will be rewarded.

■ Enhancement of Organizational Strength

Our management training empowers managers to share common goals with their teams, build an organization where people work together with a sense of unity, and foster collaboration within the Group. In FY2024, 58 managers in Japan completed the training.

We also conduct employee engagement surveys as part of our efforts to enhance organizational strength. In response to feedback from employees, new welfare facilities have been constructed at the Amagasaki Plant and Shizuoka Plant. Each department will work on its own action plan, leading to individual success and a revitalized organization.