

Relationship with Employees

RIKEN TECHNOS GROUP aims to have each employee “attain personal growth through their job.” In order to create a better working environment, a number of different programs has been established.

Message from the Senior General Manager of the Administrative Division



Junji Irie
 Representative Director
 Senior Managing Executive Officer
 Senior General Manager of
 Administrative Division
 RIKEN TECHNOS CORPORATION

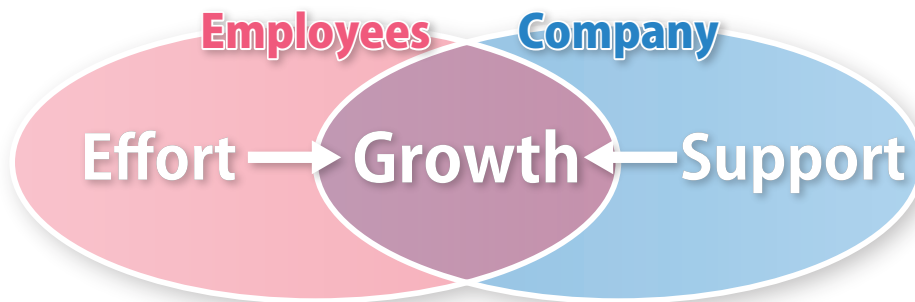
The Administrative Division is placing emphasis on “Strengthening Corporate Foundations through Management Emphasizing Human Resource Development and Governance,” a major task of the three-year mid-term business plan. Especially in a situation where measures against COVID-19 are required, the growth and autonomy of each employee are essential to realize work-style reforms and flexible responses to a new normal. In addition to establishing education and training systems not bounded by traditional mindsets, the succession plan required by our corporate governance code also built a system that covers and develops young employees. We are also strengthening initiatives aimed at creating even better working environments, enhancing systems related to childcare, nursing care, and flexible working hours, and promoting the use of teleworking and other systems.

Approach to Developing Human Resources

Our basic philosophy toward human resource development is to provide ideal work and a workplace environment that enable each employee to demonstrate his/her abilities, independence, creativity, practical skills, and autonomy; and to help employees grow and thrive, so that the results will help our company advance.

Employee growth and company growth are intimately connected. When employees grow into the “ideal human resources sought by the company,” the company grows as a result.

Relationship between employees and company



For this reason, we are helping our employees grow under the slogan,

“We support employees who have the drive to grow!”

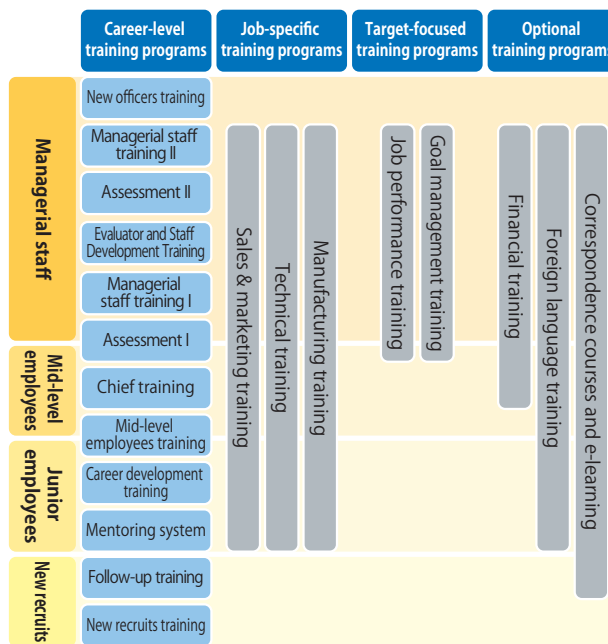
Education System

As our education system, initiatives regarding human resource development are systematically implemented, such as career-level and various other training programs as well as job-specific education.

Some of these initiatives are introduced. In Career Development Training targeting young employees, they are made to consider environmental changes inside and outside the company that may occur in the future, and conduct self-analysis to map out career paths suitable for themselves. The training leads to proactive challenges for the future.

We conduct Evaluator Training and Staff Development Training for managerial staff to ensure that they conduct accurate and impartial personnel evaluations of their subordinates and strengthen the ability to develop their subordinates. In addition to understanding their roles and responsibilities as managers and learning about evaluation methods, they learn how to train successors, share subordinate’s medium- and long-term career goals, and strengthen dialogue with subordinates.

RIKEN TECHNOS Training Programs



Types of Training—“Chief Training” for Development of Managerial Staff Candidates

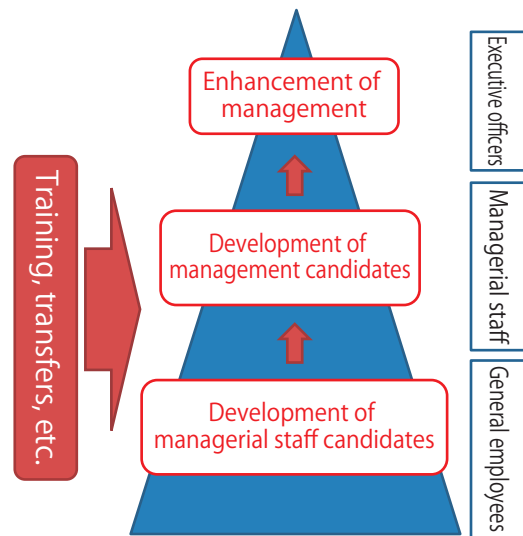
We conduct career-level training to improve the skills of our employees in general. In FY2019, we made major revisions to the training program of our Chief Training. Together with recognizing the importance of preparations for managerial staff, the contents allowed understanding of behavior as management and leaders in an experiential manner.

Each participant reaffirms the roles required of managerial staff going forward and the skills they currently lack. It is training that serves as a springboard for the future.



Selection-based Development Through Succession Plan

We promote the development of employees who have potential as management candidates by conducting selection-based training for managerial staff and general employees as well as allowing them to experience challenging career paths such as appointments to the management of consolidated subsidiaries.



● Participation in selection-based training (Globis Management School)
Shinzo Saito
 President, RIKEN ELASTOMERS (THAILAND) CO., LTD.
 RIKEN TECHNOS CORPORATION



Through attending Globis Management School, I was able to spend precious time polishing management-related knowledge and my sense of logical thinking through vigorous discussions with participants working in various sectors and many practical sessions. Currently, I am practicing management as the President of RIKEN ELASTOMERS (THAILAND) CO., LTD. I hope to contribute toward the overall growth of the organization with a perspective that spans management in general while putting what I learnt to practice.

● Experiencing challenging career paths
Yosuke Yamagata
 President, RIKEN VIETNAM CO., LTD.
 RIKEN TECHNOS CORPORATION



As a person in my early 40s who has experience only up till that of a domestic sales group leader, I was surprised and honestly worried when I was selected to manage RIKEN VIETNAM CO., LTD. In the first six months of my appointment, I had to make a variety of decisions while experiencing unfamiliar work. Some things did not go well. Things started to move smoothly when I made the decision to ask for help from those around me for those things which I do not understand. Today, I still have many issues that need to be addressed, and as a member of the RIKEN TECHNOS GROUP, I will overcome them as one team by working together with the staff. In addition, I myself have gained the ability to see the big picture through my work as management, and I hope to contribute toward business expansion with a broad perspective.

● Selective development of young employees
Takumi Kawamura
 Technical & Purchasing Manager, RIKEN ELASTOMERS CORPORATION
 RIKEN TECHNOS CORPORATION



RIKEN TECHNOS CORPORATION is putting effort into the expansion of overseas businesses, and amid such a situation, I was given the opportunity to be seconded to RIKEN ELASTOMERS CORPORATION which undertakes the TPE and PVC business in North America. I see this as a chance to broaden my perspective and go about it positively. As the Technical & Purchasing Manager, I am able to interact with all departments forming the foundation of manufacturing—research and development, procurement, quality assurance, and production—than when I was in Japan. Amid considerable barriers in culture and language, I feel the need to express my thoughts more clearly and logically as ambiguous expressions result in poor communication. I hope to use my work in the United States to train my ability to see the big picture paying attention to ties within and outside the company.

● Allowing Diverse Human Resources to Play Active Roles

RIKEN TECHNOS CORPORATION respects the diversity, personality, and individuality of our employees, and has consideration for human rights and equal employment opportunities. Various measures are taken to allow women to be active, and female employees are active in various departments including in management positions. We are also actively engaged in recruiting overseas employees. We actively work to create environments where such diverse human resources can play even more active roles.



Aki Iwaasa
Chief Research Engineer, Material Characterization & Analysis Center

Currently, the number of young women—in their 20s and 30s—in regular positions at our company is increasing and they are active in a wide range of jobs. At the same time, there are few women from my age group who are in regular positions and it was a challenge to secure the position of women in technical regular positions. From 2004 to 2005, I was on leave for childbirth and childcare before I returned to work. A difficulty I faced before becoming managerial staff was that, as work with responsibilities cannot be done without working the same number of hours as other employees, I had to come up with ideas when my child is sick or there were school events, such as asking my parents to help or coming to work on another day. I was also able to work because of the cooperation and understanding of my managers and colleagues. My current work at the Material Characterization & Analysis Center mainly involves analyzing our products and conducting analysis to confirm quality. Also, as a managerial staff, I manage of part of the Center and carry out guidance and education of my subordinates. It is a position of responsibility that requires me to always be considerate to those around me, but it is also work that feels rewarding. The future is an era allowing a variety of work styles, such as teleworking and staggered working hours. I think people will be able to work as efficiently as others even if they cannot come to the office by making creative use of various mechanisms, such as teleworking when one's child is down with fever. I hope to see more opportunities for women to play active roles and the number of women managerial staff increase.

● Systems for Sick/injured Childcare Leave and Caregiver Leave

At RIKEN TECHNOS, up to 10 days of leave can be taken to care for a sick/injured child or provide nursing care to a family member. This leave is handled as paid leave.

● Leave of Absence System for Childcare and Nursing Care

The leave of absence system for childcare allows employees to take leave for up to two years. Furthermore, a certain period of the leave is paid. From FY2017 to FY2019, the rate of return to work from childcare leave was 100%. In addition, the leave of absence system for nursing care allows employees to take up to a total of 93 days of leave.

● Shorter Working Hours System for Childcare and Nursing Care

Employees with childcare or nursing care responsibilities are permitted to reduce their working hours to six hours a day. They can choose their manner of working to suit home and other individual circumstances. In FY2019, three employees used the shorter working hours system for childcare.

● System for Withholding of Expired Paid Leave

Paid leave expires after two years. This system allows paid leave to be withheld and used within 60 days after expiry. The withheld leave can be taken for childcare, nursing care, or when an employee is sick or injured.

● System for Half-day Paid Leave and Period for Promoting the Taking of Paid Leave

RIKEN TECHNOS seeks to promote the taking of paid leave, such as introducing a system where certain employees can take paid leave for half a day at a time and conducting campaigns for promoting the taking of paid leave.

● Flextime System

A flextime system has been introduced for certain employees to allow flexible work compatible with busy and lull periods.

● Use of Teleworking and Staggered Working Hours

To prevent the spread of COVID-19 and realize flexible work styles, we allow teleworking—such as working from home—and staggered working hours.

Safety and Health Activities

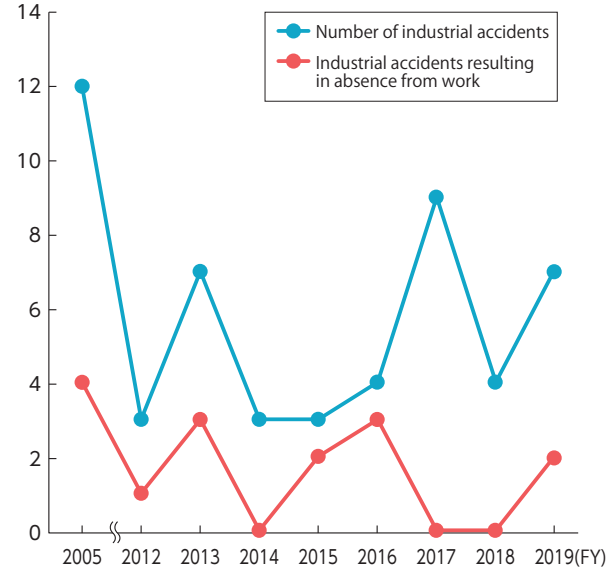
● Concept of Safety and Health Activities

Based on respect for people, RIKEN TECHNOS CORPORATION considers occupational health and safety to be one of the most important foundations in business operations, and strives to maintain and improve a healthy and safe working environment. We carry out our business operations with an occupational safety management system in accordance with ISO 45001.

● Eradication of Causes of Dangers and Hazards through "Risk Assessments"

Following the introduction of risk assessments (RA) in 2003, improvement activities to prevent incidents were established to reduce potential dangers and hazards in the workplace through elimination and separation. Going beyond "zero accidents," all employees work to achieve "zero risks" by participating in safety awareness and risks and systems improvement activities.

● Number of industrial accidents resulting in absence from work (Number of accidents)



Fire drill at RIKEN VIETNAM Co., LTD.



● Review of Activities

In FY2019, our activities were focused on reducing accidents to zero with RA promotion, promotion of the "pointing and calling" procedure, sharing and reviewing causes of past occupational accident information, eradication of unsafe behavior and unsafe conditions, and re-education of safety and health basics through self-prepared industrial accident prevention videos. As a result, there were a total of seven industrial accidents: two resulting in absence from work and five that did not result in absence. The types of accidents were bumps, slips, caught in machine, and

cuts, and the main causes were delays in RA (including equipment deficiencies), incorrect posture, insufficient confirmation. For RA activities in FY2020, in addition to hazardous places and equipment, latent hazards found in daily work behaviors will be identified and activities carried out to change work behavior. Furthermore, focus will be placed on reducing industrial accidents to zero especially during changeover and cleaning work as well as pointing out and improving unsafe equipment and work through safety patrols.



Safety and health education in Japan

Our New Employees in 2020

We asked our new employees—who will be among those responsible for the future of RIKEN TECHNOS—to write something about their enthusiasm for working at RIKEN TECHNOS during their initiation ceremony so they can work with a self-awareness of being members of the RIKEN TECHNOS GROUP.

We look forward to all of them growing and playing active roles in the future.

<p>I will go about my work seriously without forgetting to be curious and inquisitive!</p> 	<p>I will do my best each day to become someone that many people can rely on!</p> 	<p>I will always go about my work and take on challenges with new approaches and a fresh spirit.</p> 	<p>I will develop as many products useful to society as possible!</p> 
<p>I will take on many challenges and continue to grow!</p> 	<p>I will not forget my original purpose and do my best in every endeavor!</p> 	<p>I will work hard at all my work with my never-give-up attitude!</p> 	<p>I will contribute to development that exceeds customers' expectations with my stance of completing everything that I set out to do!</p> 
<p>I hope to contribute to the company using the perseverance developed at the baseball club!</p> 	<p>I hope to get used to the work and environment as quickly as possible and do my best as a member of the company!</p> 	<p>I will do my best so that I can contribute to the company using my ability to work hard that I nurtured through attaining commercial qualifications!</p> 	<p>I will work hard to learn properly from the basics so that they can be put into practice!</p> 
<p>I was in the soccer club, so I have confidence in my stamina. I will start by first learning my work well!</p> 	<p>My motto is to smile, so I warm up to people quickly. I will do my best without making mistakes!</p> 	<p>There are many things I don't know, but I will learn quickly and take on work!</p> 	<p>I will do my best so that I can become independent and useful as quickly as possible!</p> 
<p>I played soft tennis from fifth grade till high school. I will quickly learn to do my work!</p> 	<p>I am good at soccer. I will do my best so that I can become useful at work quickly. I look forward to everyone's guidance!</p> 	<p>All the work is new to me and there are many things I don't know, but I will work hard so as not to cause trouble!</p> 	<p>I will work hard each day with sincerity so that I can be useful to RIKEN TECHNOS as soon as possible!</p> 
<p>I will do my best so that I can quickly learn my work!</p> 	<p>I will work hard to learn many things and make them my own skills so that I can quickly be of use!</p> 	<p>I will learn the basics properly and do my best while enjoying work. I look forward to everyone's guidance!</p> 	<p>I will apply the interpersonal skills I learnt through baseball and work hard so that I can quickly get used to the workplace and do my work!</p> 