

# Relationship with Employees

RIKEN TECHNOS GROUP aims to have each employee “attain personal growth through their job.” We are implementing various measures to create safe and secure workplace environments that allow employees to apply their capabilities.

## 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

Under a state that requires response to COVID-19 which has persisted since last year, the Administrative Division is promoting work-style reforms centered on the use of teleworking. At the same time, to achieve communication between employees and maintenance and improvement of motivation, we are undertaking initiatives while listening to the voices of employees.

In the new Tokyo Stock Exchange market segment selection being scheduled in the next fiscal year, the importance of human resource development beyond succession plans is also steadily increasing, including the goal of ensuring diversity such as the assignment of core human resources as well as the requirement to disclose policies regarding human resource development and development of internal environments. We will strive to achieve the growth and autonomy of every employee.

## Toward Developing Diverse Human Resources

RIKEN TECHNOS CORPORATION respects the diversity, personality, and individuality of our employees, and has consideration for human rights and equal employment opportunities. We carry out various initiatives in our systems and welfare services for matters such as the employment of the elderly and persons with disabilities, active participation of women, and support for raising children and nursing care. We will continue to actively work to create workplace environments where employees can play even more active roles with greater peace of mind and comfort.

### ● Employment of the elderly

We continue to employ employees who wish to be reemployed after retirement until the age of 65, giving consideration to flexible work styles including job scope and number of days/hours of work. Many of those reemployed play valuable roles, such as guiding young employees and passing on skills developed so far. For the state of continued employment after retirement in FY2020, the reemployment rate was 92% (11 out of 12 persons).

### ● Employment of persons with disabilities

We see support for the employment of persons with disabilities as part of allowing diverse human resources to play active roles, and provide opportunities for their active participation at various workplaces. In FY2020, the employment rate of persons with disabilities was 2.43%.

### ● Active participation of women

Based on the plan of action under the Act on the Promotion of Female Participation and Career Advancement in the Workplace, we strive to create workplace environments where women can freely participate. The plan of action for FY2016 to FY2020 was to achieve a recruitment rate of at least 30% for women in regular positions. The average proportion during this period was 29.4%. For the next three years starting from FY2021, we will develop a new plan of action for our efforts.

#### Plan of action for April 1, 2021 to March 31, 2024

1. Female recruitment rate of at least 25%
2. 100% attendance in career development training for women (targeting employees in and after their fourth year of employment)
3. At least a rate of 60% for taking of annual paid leave

● **Systems for Sick/injured Childcare Leave and Caregiver Leave**

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

● **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 FY2020, 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.

● **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 CORPORATION seeks to promote the taking of paid leave, such as introducing a system where 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 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.

Voice



**Now Hyekuen, Business Unit Manager, Innovative Film Business Unit**

Under the broad mission of opening next-generation markets for our film business, I am in charge of selling our unique technologies and products spanning various fields—such as the field of information technology and electronics—to the world. In recent years, as one of the few women in managerial positions in RIKEN TECHNOS CORPORATION, I am also involved in the development of teams rich in diversity that include members with non-Japanese nationalities.

Many older employees and acquaintances may find it surprising since I am Korean and a woman, but this is also the moment when I feel most proud about RIKEN TECHNOS CORPORATION. Many of our management executives have gone through tough experiences overseas for many years, and I feel that we have a corporate culture which does not have any resistance toward accepting diversity often mentioned in society—whether it is difference in nationality, gender, or thinking. Instead, our management says that the growth of people is corporate growth itself, and I feel that we respect and support people for the aspiration behind their growth rather than who they are or where they are from. We look forward to welcoming passionate people who have the motivation to improve and creating an invigorating and reliable RIKEN TECHNOS CORPORATION toward our 100th anniversary, and I hope to be part of this process.

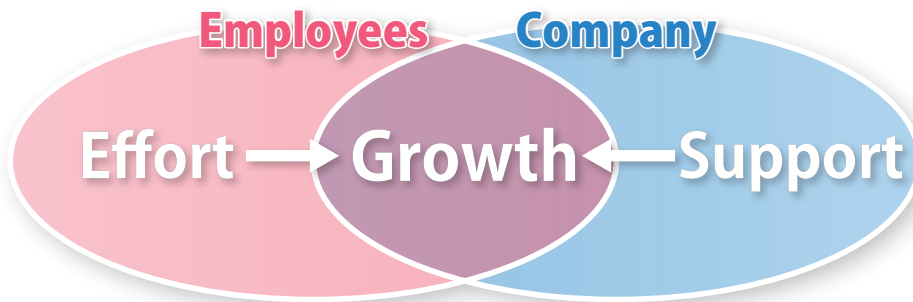
## For the Growth of Each Employee

RIKEN TECHNOS CORPORATION strives to create education systems that significantly grow each employee, including human resource development through career-level, selection-based, and other training; career development training; and enhancement of career paths such as through assignment transfers with a view of future roles.

### 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



### Selection-based Development of Young Employees

We conduct selection-based development for young employees. To provide opportunities for learning a variety of thinking methods and learn management skills that can be used, we also send them to attend the GLOBIS Management School being operated by GLOBIS Corporation.



**Kota Okayasu, Corporate Planning Group, Corporate Planning Department**

This is my 11th year with the company. So far, I have worked in research and development as well as sales, and I am currently assigned to the Corporate Planning Department. My career path is blessed compared to other employees of similar age. Attending this training was an excellent opportunity for me as I felt it was necessary for me to raise my skills anew in order to contribute toward company management and organizational operation. I was able to efficiently and effectively learn about knowledge and the basics of thinking methods which I usually do not encounter in the course of my work.

Going forward, to allow the knowledge obtained this time to move from a state of knowing to a state of constantly being usable, besides applying it to my daily work, I hope to also share it within the company so as to increase the number of “comrades” that I can seriously discuss the company’s future with.



**Takato Hirose, Compound Production Department**

In the spring of 2021, I was transferred from research and development to production. My work is to improve productivity at our factories. Due to changes in the social environment, speed and accuracy are required even more than before. Although I felt that improvement of productivity is increasing in importance, I was troubled by not knowing the specific knowledge that I should learn.

Under such circumstances, the logical thinking obtained at GLOBIS Management School and the skill of organizing such thinking are skills that can be immediately applied. They are very helpful now in the conduct of new operations. I hope to continue learning and contribute toward the growth of the company.

● Various Training Programs

We conduct career-level and other types of training to improve the skills of our employees in general. In FY2020, training was conducted even during the COVID-19 pandemic, with online tools being used at times to prevent infection.

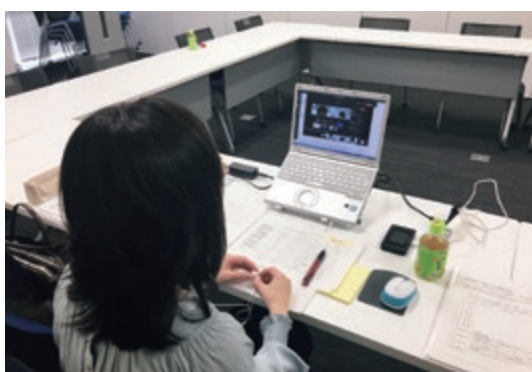
**New managerial staff training**

As managerial staff working at the frontlines amid a social situation will change significantly in the future, training is conducted for the purpose of (1) imbuing the basics of management and (2) strengthening abilities to solve issues. Other career-level training programs are also carried out, with the contents being improved each time, including new chief training and mid-level employee training.



**Career development training**

We conduct training that allows employees to understand the internal and external environment and conduct thorough self-analysis so that they know the perspectives for developing their own careers.



Career development training being conducted online

**Mentoring system for new recruits**

To retain new recruits and allow them to contribute quickly, we have a mentoring system each year that pairs each new recruit with a young employee to offer them mental support.

**New recruits training**

Training is conducted after joining the company for new recruits to learn things such as the businesses of RIKEN TECHNOS CORPORATION, basic business etiquette, and our various systems. Subsequently, they learn the necessary knowledge and skills as a working adult and employee of RIKEN TECHNOS CORPORATION through on-site practical training at factories and follow-up training.

**Language training**

To allow employees to play active roles globally, we have established systems, including language training when being assigned overseas, conduct of TOEIC tests, and language learning support through correspondence education.



## Safety and Health Activities

### ● Concept of Safety and Health Activities

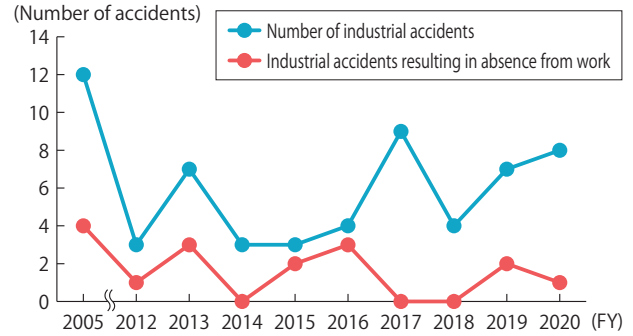
Based on respect for people, RIKEN TECHNOS CORPORATION considers occupational health and safety to be one of the most important foundations in business operations, and strives to maintain and improve a healthy and safe working environment. We carry out our business operations with an occupational safety 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 eliminate and separate potential dangers and hazards in the workplace to reduce risks. Going beyond “zero industrial

accidents,” all employees work to achieve “zero risks” by participating in safety awareness and risks and systems improvement activities.

### ● Number of industrial accidents



RIKEN VIETNAM CO., LTD.



RIKEN ELASTOMERS (THAILAND) CO., LTD.



PT. RIKEN INDONESIA



SHANGHAI RIKEN TECHNOS CORPORATION

### Safety education at overseas sites

### ● Review of Activities

In FY2020, our activities were focused on reducing industrial 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 eight industrial accidents: one resulting in absence from work and seven that did not result in absence. Looking at the causes, the severity of industrial accidents had reduced due to enhancement of safety measures for equipment, but there is an increasing trend for human errors arising from operators’ lack of understanding or awareness. Going forward, we will focus on improving employees’ risk assessment capabilities through new education methods using the online KYT—which was introduced in FY2019 and uses a remote working environment—and the dissemination of an industrial accident eradication newsletter.



Mobile phone/tablet device screen




















Education using photos of actual industrial accidents

### Safety and health education in Japan

## Our New Employees in 2021

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 do my best so that I can quickly adapt to the corporate culture and become useful.</p> 	<p>I will observe my seniors and work hard so that I can become a member of RIKEN TECHNOS both in name and action as quickly as possible.</p> 	<p>I will put in full effort to act with a spirit of taking on challenges and become a person that can be trusted. I look forward to everyone's guidance!</p> 
<p>I will strive to become useful at work as quickly as possible with the self-awareness of having become a working adult.</p> 	<p>I will strive to become a bridge between engineers and customers. I look forward to everyone's guidance.</p> 	<p>My positive attitude is my selling point. I will work hard with a cheerful and positive mindset. I hope to work overseas too!</p> 
<p>I hope to move forth each day with the self-awareness of a working adult. I look forward to everyone's guidance.</p> 	<p>I will discover the joy of working through my job, grow as a person, and become someone that can be depended on.</p> 	<p>I am a person who goes about things seriously and steadily, and I am confident about being meticulous.</p> 
<p>I will work hard so that I can contribute to society as a new working adult. I look forward to everyone's guidance.</p> 	<p>I am confident in my stamina as I did a lot of sports. I look forward to everyone's guidance.</p> 	<p>I have been practicing Japanese drums since elementary school, so I have confidence in my stamina. I will use this stamina to do my best.</p> 
<p>I will strive to become a useful person as quickly as possible, so please give me your guidance.</p> 	<p>During high school, I was never absent and received an award for my perfect attendance. I will continue to do my best for my work in a state of good health.</p> 	<p>I will do my best while improving my weak areas and using work to develop my strong points.</p> 
<p>My stamina is my strength, and I will use it to quickly learn my work and become someone useful.</p> 	<p>I will put full effort when it comes to learning and do the same when it comes to enjoying. I hope to grow into a valuable person.</p> 	<p>I hope to do my best while maintaining communication so that I can keep up with my seniors at work.</p> 