# **Recruit and Develop Diverse Human Resources (HR Development)**

# Policies and Strategies

One of the Furukawa Company Group's Materialities (Key Issues) is to "Recruit and develop diverse human resources." We also have a fundamental policy of "what supports limitless development of a company is people." We are committed to fostering individuals who actively take on challenges while recognizing diverse personal values. At the same time, we strive to create a rewarding corporate culture absent of human rights violations and discrimination, where individuals are evaluated fairly.

# Human Resource Development Policy

For the Furukawa Company Group to resolve social issues through its business activities and achieve sustainable growth and increase corporate value, it is essential to develop human resources with a variety of personalities. Commit to developing a diverse workforce capable of acting autonomously and willing to embrace the challenge of creating new value.



# **In-House Environmental Improvement Policy**

The Furukawa Company Group is committed to creating comfortable workplaces where diverse human resources can perform their duties safely and efficiently while maintaining a rewarding and healthy work environment.

# Governance Framework

The Furukawa Company Group's Human Resources & General Affairs Department is responsible for planning and promoting initiatives to develop diverse human resources and create a comfortable working environment.

# Metrics and Targets

### FY2023 targets:

- Introduce talent management system
- Establish category-specific education policies
- Activate job rotation
- Consider training program for young employees in specialized roles FY2023 results:
  - Introduced talent management system
  - Decided general framework for categories for category -specific education
  - $\boldsymbol{\cdot}$  Completed selection and implementation study for job rotation
  - Implementation study completed for study training program for young employees in specialized roles

# **Initiatives**

# Human Resource Development

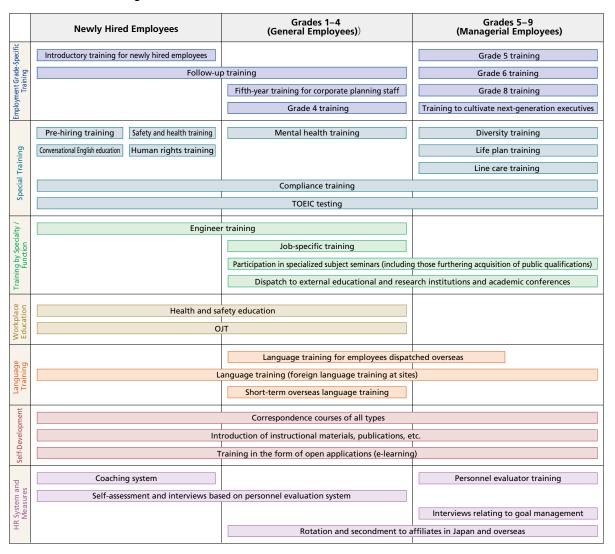
The Furukawa Company Group is aiming to optimize its business framework and heighten its corporate value by developing professional human resources through human resource cultivation systems of all kinds and by building a workplace environment where they can exercise their capabilities to the fullest.

# **Education and Training**

The Furukawa Company Group offers tiered training programs tailored to each grade, ensuring that employees acquire the fundamental knowledge required for their roles. We also focus on developing their ability to adapt to changes in the social environment. In addition, our new employee training includes sessions on the history of the Ashio Copper Mine, pollution control measures, current safety management practices, and reforestation efforts.

We also provide technical training and job-specific programs tailored to employees' areas of expertise and job performance. These are designed to help employees acquire a broad range of knowledge and specialized skills in their respective fields. Moreover, we actively encourage employees to participate in specialized external courses and acquire official certifications. We also support the dispatch of employees to external educational and research institutions or academic conferences, with the aim of developing personnel with a deep understanding of cutting-edge technologies and social trends.

### List of Education and Training Activities



#### **Communication to Facilitate Training of Subordinates**

Interviews are conducted between immediate supervisors and their subordinates on a twice-yearly basis, in addition to the daily communication that takes place between managers and their employees. In the interviews, managers provide feedback to employees regarding their work, achievements, points for reflection, and findings of performance evaluations, as well as advice based on their self-reports, and confirm and share the goals they have set. Meanwhile, supervisors also provide their assessments with respect to the self-analysis. The process of undergoing straightforward performance assessments by their supervisors enables employees to scrutinize themselves on a regular basis, thereby helping fuel their motivation for proactive career development. While diverse workstyles, such as flextime, shorter/staggered work hours, hot-desking, and teleworking, are becoming more common, it is difficult to communicate with subordinates, understand what they are thinking, and what problems and concerns they have. For this reason, we also conduct one-on-one meetings at the head office.

#### Personnel Evaluation System

Based on the system of assigning grades by function that is used in the Group, grades are set according to the magnitude of the role the employee is expected to fulfill. By assessing personnel results and behavioral characteristics in accordance with the personnel evaluation system, we are endeavoring to provide employee guidance and cultivation, develop their capabilities, and optimize their assignments. At the same time, this serves to provide fair and equitable treatment in terms of wages, bonuses, retirement benefits, and so on, and in establishing an environment wherein motivated employees can participate proactively with a sense of security.

#### Human Resource Development and Deployment

When developing and deploying diverse human resources, we focus on various challenges and considerations. For example, we strive to develop diverse human resources based on length of service, position, job description, ability, etc.; optimally deploy capable human resources regardless of length of service or job group to ensure that the right person is in the right position; and set challenging personal goals and evaluate personnel appropriately.