

Recruit and Develop Diverse Human Resources (HR Development)

Policies and Strategies

In Japan, where the working-age population is in decline, securing and developing talent to enhance corporate value is becoming increasingly important. For this reason, the Furukawa Company Group promotes its human resources strategy under the fundamental policy of “what supports the limitless development of a company is people” and has identified “Recruit and develop diverse human resources” as a Materiality (Key Issue).

Given the Group’s wide range of businesses, achieving sustainable growth of both social value and corporate value requires people who have a spirit of challenge, can think and act independently, and are creative.

In securing talent, therefore, we strictly prohibit any form of discrimination based on human rights, beliefs, gender, or disability, and ensure equal opportunity and fair evaluation. We also work to foster a corporate culture where everyone can truly feel a sense of fulfillment in their work.



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

FY2024 Targets:

- Introduce talent management system
- Establish category-specific education policies
- Activate job rotation
- Consider training program for young employees in specialized roles

FY2024 Results:

- Introduced talent management system
- Decided general framework for categories for category-specific education
- Ongoing job rotation based on policy
- 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.



Training for mid-career employees in specialized roles



Training for on-site supervisors

● List of Education and Training Activities

	Newly Hired Employees	Grades 1–4 (General Employees)	Grades 5–9 (Managerial Employees)
Employment Grade-Specific Training	Introductory training for newly hired employees		Grade 5 training
	Follow-up training		Grade 6 training
		Fifth-year training for corporate planning staff	Grade 8 training
		Grade 4 training	Training to cultivate next-generation executives
Special Training	Pre-hiring training	Safety and health training	Mental health training
	Conversational English education	Human rights training	Diversity training
			Life plan training
			Line care training
		Compliance training	
		TOEIC® testing	
Training by Specialty / Function	Engineer training		
		Job-specific training	
		Participation in specialized subject seminars (including those furthering acquisition of public qualifications)	
		Dispatch to external educational and research institutions and academic conferences	
Workplace Education	Health and safety education		
	OJT		
Language Training		Language training for employees dispatched overseas	
		Language training (foreign language training at sites)	
		Short-term overseas language training	
Self-Development	Correspondence courses of all types		
	Introduction of instructional materials, publications, etc.		
	Training in the form of open applications (e-learning)		
HR System and Measures	Coaching system		Personnel evaluator training
	Self-assessment and interviews based on personnel evaluation system		Interviews relating to goal management
		Rotation and secondment to affiliates in Japan and overseas	

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 Furukawa Company 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.