

Communication with Stakeholders

# Employees Fundamental Philosophy

FY : Fiscal Year means the year ending March 31.  
For example, FY2016 means April 1, 2015 - March 31, 2016

## 1. Fundamental Human Recourse Philosophy

The JSR Group drives its organization and personnel forward based upon the following measures:

1. Develop mechanisms and a corporate culture with a healthy balance of 'Freedom' and 'Discipline,' guided by the Course of Action's 4Cs to enable managers and junior staff to grow together, help all employees accurately perceive and solve issues in order to foster a JSR that not only maintains its organizational capacity, but ensures its future growth.
2. Promote the globalization of JSR corporation employees while developing a globalized workforce within the JSR Group as well as train and manage the Group's human resources on a global level.
3. Generate synergies which take full advantage of the increasing range of diversity (in terms of nationality, culture, gender, values, etc.) throughout JSR Group's vast human resource pool.

## 2. Course of Action: 4C

### Challenge

All employees of the JSR Group should share a common global focus and desire to succeed. Employees should feel confident to autonomously take on new challenges, and learn from success while viewing setbacks as opportunities for growth and improvement.

### Communication

All employees of the JSR Group should base their actions on the common fundamental values of the JSR Group, strive for organizational transparency, and maintain open, direct communication as the best means of sharing values and achieving common goals.

### Collaboration

All employees of the JSR Group will work together in the spirit of cooperation, valuing common, corporate goals over internal or departmental barriers. Employees will also be encouraged to actively collaborate with external resources and to not be bound by conventional ideas.

### Cultivation

All employees of the JSR group will be supported by a work environment that



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About the JSR Group

provides opportunities for, and encourages bi-directional communication between managers and subordinates in order for them to develop together as individuals and members of productive, supportive teams.

### 3. Communicating with Employees

#### (1) Progressing Corporate Culture

JSR is actively working on reshaping its corporate culture based on the principles of freedom and discipline. By promoting inter-personal communication and encouraging managers to provide their subordinates with more opportunities for independence, the Course of Action's 4Cs "Cultivation" principle works to help managers and subordinates develop together as individuals as well as members of productive, supportive teams. In line with these efforts, JSR is enhancing its On the Job Training (OJT) program by holding OJT preparedness courses and communicating the fundamentals of OJT. JSR is also engaged in group-wide communication initiatives via formal and informal workplace gatherings. JSR also introduced a biannual employee awards program. The "Nice Support Award" recognizes employees who play a significant role behind the scenes in the smooth performance of the organization. The "Nice Try Award" recognizes those who have contributed to fostering a corporate culture in which all employees are bettering able to take on new challenges without fear of failure.

##### Employee Contribution Awards

Award	First Half of 2015	Second Half of 2015
Nice Support Award	94	95
Nice Try Award	92	92

#### (2) Employee Awareness Survey

Every three years since FY2005, JSR has conducted group wide surveys on employee awareness and satisfaction in regards to the company, workplace, and work itself. By monitoring these levels, we are able to provide employees with the aggregated survey results, and corporate feedback. We also actively use the survey's results when designing and implementing policies. Starting with FY2011, we added questions to better assess our employees awareness and comprehension of JSR's Corporate Mission, Diversity, and Work-life Management and are now using the results to promote these initiatives. Continuing this trend, the next survey will be conducted in FY2017.

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