

## Skill Development/Training for Employees

Training and education programs conducted by the Oji Management Office (Number of training sessions/Number of participants/Training hours)

Global human resource development																
Program Name	FY2015			FY2016			FY2017			FY2018			FY2019			Notes
	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	
Oji global school	-	-	-	-	-	-	-	-	-	-	-	-	-	8	13	56 Participants are fixed
New employee global challenge (Held in India)	-	-	-	-	-	-	-	-	-	-	6	10	45	6	10	45 Participants are fixed

  

Employees in their first year of employment																
Program Name	FY2015			FY2016			FY2017			FY2018			FY2019			Notes
	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	
Oji Group Joint New Employee Training	3	57	21	3	56	22.5	5	81	37.5	5	80	37.5	5	87	37.5	Participants are fixed
Training new recruits about the Oji Management Office	-	-	-	-	-	-	-	-	-	30	48	225	30	52	225	Participants are fixed
Follow-up training	-	-	-	-	-	-	-	-	-	1	48	8	1	80	8	

  

Diversity																
Program Name	FY2015			FY2016			FY2017			FY2018			FY2019			Notes
	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	Number of training sessions	Number of participants	Training hours per person	
Diversity management training for new general managers	-	-	-	7	467	4	3	160	3	2	74	3.5	2	67	3.5	
Skill enhancement training for managers	-	-	-	-	-	-	-	-	-	-	-	-	1	41	4	
Training for managers who have as subordinates pre-management female employees on the generalist track	1	67	3.5	1	12	3.5	1	29	3.5	1	17	3.5	1	8	3.5	
Training for pre-management female employees on the generalist track	2	82	3.5	1	20	3.5	1	32	3.5	1	24	3.5	1	10	3.5	
Supervisor management training for managers who have as subordinates young female employees on the generalist track	-	-	-	-	-	-	-	-	-	-	-	-	1	16	4	
Career design training for young female employees on the generalist track	1	33	7	1	17	7	1	19	7	1	30	7	1	17	7	
Seminars for employees returning from childcare leave	-	-	-	1	7	2	1	8	3	1	9	3	1	11	3.5	
Study sessions about the balancing of work and nursing care	1	39	1.5	1	38	1.5	1	24	1.5	2	76	1	2	50	1	
Diversity Forums	-	-	-	1	213	3	-	-	-	-	-	-	-	-	-	
Study sessions held by the Diversity Promotion Committee	-	-	-	-	-	-	1	194	2	1	160	2	-	-	-	