

# Personnel Development

## Key Issues in the 2003–2005 Medium-term Management Plan

- Further enhance employee education and training programs
- Find and develop superior personnel
- Promote staff mobility within the company



Members of the Santen Innovation Project consider various aspects of Santen in their thorough discussions, and devise reform programs to meet actual management needs.

## Education and Training Programs Emphasize Autonomous Growth

Based on the belief that the source of a company's competitiveness lies in the people who work there, their talents and creativity, we are enhancing the education and training programs for our employees. At the same time, we have established an evaluation and compensation system along with other initiatives to promote career development, so that employees can demonstrate their full potential at work.

The Santen Innovation Project (SIP), initiated in 2001, is an internal business school that is attended by young and middle-management employees. Class members learn about the latest management theories and case studies, and take part in cross-divisional discussions to study, plan and implement strategies tailored to Santen's actual business conditions. A total of 85 employees have completed SIP programs to date, and 15 are currently participating in the project's fourth term. Through SIP, we hope to link our accumulated knowledge, inter-division and inter-level discussions, and a shared understanding of our current management issues to improve our corporate culture and strengthen our organization.

We have also established our Career Development Support System as a company-wide training system. As part of our efforts to nurture our employees, the system provides numerous training opportunities that help staff develop necessary skills and support individual career development.

In order to promote staff mobility within the company, we have implemented an open internal recruitment system to broaden career development opportunities by allowing employees to take on different types of work.

## A Fair Personnel System Based on the Value of Work and Performance

We have implemented a highly transparent evaluation and compensation system. This system is strictly based on the responsibilities and performance of each employee's work, and not on personal attributes such as age or gender. Rewarding achievement and providing appropriate compensation that matches the results achieved stimulate motivation. The system also promotes ambitious goal-setting and career development by clarifying the objectives and requirements for higher-level positions.