

## Labor Practices and Decent Work

# Training and Education

### Human Resource Development

#### Basic Stance on Human Resource Development

Olympus regards “people” as its most important management resource and respects individuals. At the same time, we strive to be an organization that responds swiftly and systematically to changes in the management environment. Toward this end, we believe that it is important for each employee to transform themselves into a self-reliant professional with a mature character and to acquire the ability to respond to changes in society.

We believe it is important to trust in the motivation and vitality of our employees, provide a fair evaluation of the results based on their personalities and abilities, and treat them fairly. For this purpose, capacity development guidelines have been established as part of the personnel system for the outcome and achievements required of each employee. At the same time, support is provided to enable each employee in the Group to actively develop their career by improving their competences through the introduction of a goal management/evaluation system.

Furthermore, to ensure swift improvements in the performance of our human resource development system, we monitor the development of each employee and the effect on our investment in human resources.

#### Promotion Structure of Training and Education

In April 2016, Olympus established the Education & Training Department which charts strategies related to the training and career development of Group employees in Japan, and plans and implements systematic education programs. Education & Training Department has clarified its education program content and promotion structure in the course of upgrading its training systems over a period of one year. The new training system consists of “Company-wide Stratified Training,” which forms the basic training given to all employees in Japan, and “Functional Training,” which includes professional skills training and training programs tailored to individual circumstances. The Company-wide Stratified Training has been designed to provide and implement an effective system of training from a medium to long-term perspective. Over the five years starting in fiscal 2017, we will be systematically planning and developing a succession of new programs that we will shift to from the existing training courses.

#### Training and Education System

Olympus conducts more than 250 courses per year, consisting of management training, business training, technical training, global training, and so on, in the “Olympus College” Capability Development System. In 2016, we rebuilt these programs into “Company-wide Stratified Training” and “Functional Training” based on the concept of a “new training system” aimed at effective training from the medium- to long-term perspective. Company-wide Stratified Training is positioned as the fundamental training scheme that is conducted throughout the entire company. It is essential training that all employees receive from the simultaneous hiring of new graduates. With Functional Training, in addition to the training programs offered by functional departments focusing on professional skills development, we also offer training programs that can be selected depending on the needs and circumstances of each employee. We have worked on improving the effectiveness and efficiency of in-house training, including preparations for integrating Olympus College and e-learning, which were previously managed separately, to strengthen capability development.

Overview of New Training System

Company-wide Stratified Training				Functional Training
Qualification-specific Training		Role-specific Training		
Management training	Innovative mind, Leadership facilitation, etc.	Management training	New director training	Pre-retirement training
			Existing group leader training	Training for those in their 50s
New group leader training	Training for those in their 40s			
Existing team leader training				
New team leader training				
Young employee training	Establishing a professional mind (5th year)	Mentor training		Professional skill development training
	Contributing to organization and problem solving in action (4th year)			
	Practical communications, and application of problem solving (3rd year)			
	Role awareness and basic problem solving (2nd year)			
	Basics of work and organizational activities (1st year)			
	Writing skill and languages (Prospective employees)			

Manufacturing Technicians Training Program

Olympus regards its manufacturing technicians as an important source of added value, and provides them with functional training through the Manufacturing Technicians Training Program.

In the Manufacturing Technicians Training Program, we classify skills of manufacturing technicians into 6 stages, aiming at a planned level-up. Level 1 to 3 new employees are “general technicians,” Level 4 and above are certified as “advanced technicians” with high technical skills. Level 4 employees are referred to as Manufacturing Advisors (MA), Level 5 as Manufacturing Supervisors (MS), and the highest level 6 as Manufacturing Masters (MM). From new recruits to MMs, we nurture our employees in a planned manner according to their level.

We provide training programs oriented toward certification and programs that allow higher ranking certified technicians to provide assistance to raise the motivation of each employee.

With human resources training in overseas manufacturing sites becoming increasingly important, top experts in Japan are being dispatched to organize and provide guidance for similar training programs overseas. In fiscal 2017, the cumulative number of advanced technicians reached 113.

At the Vietnam factory, where imaging and medical-related products are manufactured, a certification system for bonding and soldering work has been introduced. This is designed to upgrade the training and education programs and contribute to the creation of a global manufacturing system.

Skill level of Advanced Technician Development System in Olympus

