

# Personnel System Innovations



Initiative to improve motivation and productivity of each employee

## Abolition of the position age limit system

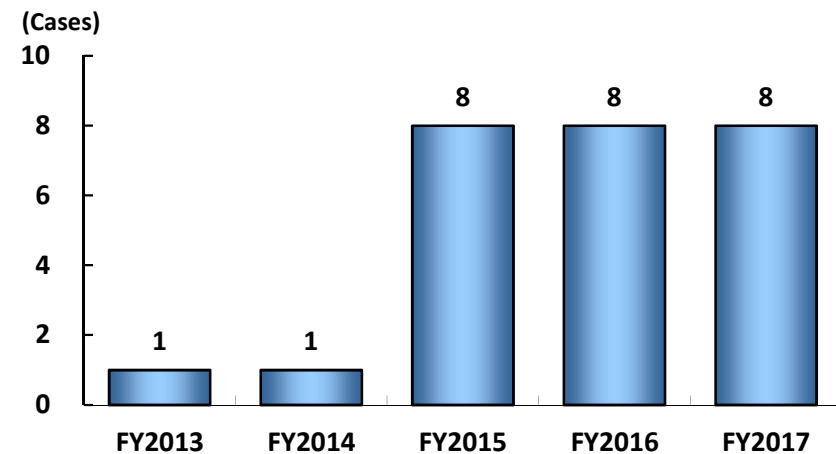
- **Major improvement in compensation for those aged 55 to 60.**  
Abolished system lowering pay of clerks at 55 and removing titled employees from the line in principle
- **System to engage employees 60+ in work and maintain/improve their motivation.**  
To improve compensation for those continuing past retirement age, we are developing a system for performance-based bonuses and achieve income levels on a par with clerks

## Changes in the Personnel Evaluation System

**Build a high-quality portfolio of human resources, to establish a sales structure truly geared to clients**

- **Set new required knowledge level**
- **Abolished written tests for promotion**
- **Revision of personnel records, etc.**

## Results for mid-career employment



## Results for promotion of non-regular employees

