

# CHAPTER 5 | Culture

## Communication

When blood flow is blocked, the human body develops various disorders and illnesses. Similarly, when communication is blocked in an organization, various issues arise. In short, communication is the lifeblood of an organization.

On the one hand, growing the Link and Motivation Group necessitates specialization into organizational hierarchies and functions. However, increasing specialization in an organization gives rise to a host of problems. A sense of distance naturally increases, both vertically in the hierarchy and horizontally among functions, the intentions of senior management are not communicated, and cooperation weakens in each department, among other issues. Therefore, as we promote specialization within our organization to maximize results. We also invest in communication to achieve the seemingly contradictory goals of integration and mutual understanding. Communication also generates greater employee motivation. This investment in communication is essential for us to maintain a high level of employee engagement as we continue to grow.

Even outside Japan, we think it is rare for a company to be so committed to communication. Used with imagination, communication is essential to sharing a variety of feelings: to inspire emotion, to express gratitude, or to encourage reflection. There may be times when employees feel overwhelmed by their daily workload; however, constant communication helps engender a Group-wide perspective and acquaints them with the details of the duties and determination of others who are working to high standards. It is as an opportunity to improve motivation toward work.

We hold a general meeting attended by all Group employees once every three months. In addition, senior management sends out a monthly message, which receives comments from many employees. We have also implemented a variety of imaginative communication initiatives in each department. We understand the importance of communicating in such a way and take pride in sharing our corporate climate and culture, the evolution of which we ourselves promote.

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## 01 Strategic Communication Design

### Communication Measures



#### Group General Meeting

Average participation  
in 2021

**908** people

Note: Due to the business models of some of our businesses, it may be difficult for all employees to attend, so the number of participants varies each meeting.



#### Top Comment

Average access  
rate in 2021

**92%**

### Active Communication for Mutual Understanding between the Company and Employees

We believe **communication to be the “bloodstream” of an organization**. Therefore, to maintain motivation in the organization, we think it is crucial to **enhance vertical and lateral communication**.

The Link and Motivation Group ensures communication opportunities at various meetings, and focuses particularly on the **Group General Meeting** and the **Top Comment**. The Group General Meeting, which takes place every three months, includes a review of business results, presentation of MVP awards, sharing of management policies going forward, and more, in order to share views of the Group as a whole. The Top Comment, posted each month via our intranet, delivers a message to employees from Chairman and Representative Director Ozasa Yoshihisa, covering the Group’s current direction and recent developments, in order to share the views of senior management.

Consequently, our yearly investment in communication exceeds 100 million yen. This cost has been declining as we have shifted to holding the Group General Meeting online and cut back on paper-based publications, but we will continue to actively invest in communication as a way to increase employee engagement.

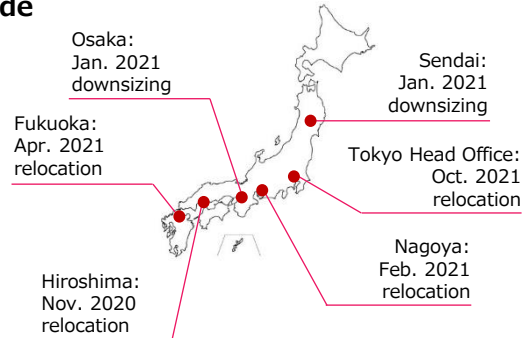
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## 02 Work Styles

### New Way of Working: Compatible Work

**2021**

**Approx. 60% reduction in floor space from office downsizing and relocation nationwide**



**2022**

**Shifted to Compatible Work while monitoring the COVID-19 situation**

#### Benefits of office work (real world)



#### Benefits of telework (virtual)



## Simultaneously Raising Productivity and Employee Engagement with a New Work Style

The Link and Motivation Group responded to the COVID-19 pandemic by **relocating and downsizing its offices throughout Japan, and by establishing a new work style model called Compatible Work.**

The idea of Compatible Work is based on **transforming the way we work by combining real-world and virtual spaces to increase productivity and employee engagement.**

In Compatible Work, each team schedules days for working at the office and for telework, and designs its work processes according to respective work styles. At the office, in-house meetings, quarterly kickoffs and other such meetings that benefit from real-world interaction are given priority. When teleworking, employees focus on drafting documents, clerical work, and other activities that benefit from working virtually. With this approach, we will **design our work processes systematically according to the benefits we seek to obtain.**

In this way, we aim to increase productivity by appropriately designing our work processes, while also enhancing employee engagement by providing opportunities for real-world communication. Given how important employee engagement is to us, we will continue to **flexibly transform our methods of communication in response to the emerging situation.**