

UZABASE

HUMAN RESOURCES

HR HANDBOOK!

Your perfect guide to
Uzabase's HR system



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The Purpose of This Handbook

Our HR system here at Uzabase has been designed to **reflect the company's Mission and Values**. This handbook visualizes the ideas behind our HR system and serves to provide everyone with a deeper understanding of the concepts behind each of our systems and how they have been designed.

Our current systems are not set in stone and we work with **the freedom to change** them as necessary in order to ensure that we are constantly improving. The HR handbook was also created to convey this philosophy.

The PURPOSE
of this
HANDBOOK ↑

Our Message to Readers

Keep updating the system!

Based on the concepts detailed in this handbook, Uzabase has been able to create and sustain an HR system that balances the happiness of both the company and its employees. It is important to remember, however, that these systems are **always open to change**.

- If an HR system no longer fits, then update or abolish it.
- If there is an HR system that should exist but does not, then create it.

This freedom to change has and always will be at the heart of Uzabase. This handbook aims to outline **the perspectives each employee should consider** when updating or creating an HR system at Uzabase.

We hope that the concepts outlined in this handbook can serve as a foundation for anyone thinking of updating or creating a new system in the company. The amalgamation of these systems will then continue helping us to improve the working environment we currently enjoy at Uzabase.

The Core of the Uzabase Group

UZABASE

1. MISSION

What kind of **business** are we aiming to create?

A global provider for Asia insight

2. THE 7 VALUES

What is the ideal kind of organization?

- | | |
|------------------------|------------------------------------|
| 01 Be free & own it | 05 Don't know? Choose brave. |
| 02 Unleash ingenuity | 06 In it together. No matter what. |
| 03 Thrill the user | 07 We need what you bring |
| 04 How fast? Wow fast. | |

These two principles form the spearhead of the company—not the founder, not the CEO. The more one embodies these principles, the more the reasons for this person to play a role in driving the business.

By sharing these principles, we create trust and mutual respect. We help each other out in different situations, creating synergy across the business.

This is the kind of company we want to be, one built on honesty and strength, and we're firmly committed to achieving such a goal.

We aim to create a company whose power comes from the **individuality** of its members, which should get us closer to awakening a world of play in business



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Philosophy Behind Our HR System

At Uzabase, our HR system has been designed to put our core Values fully into practice, guided by three core HR Policies. At the foundation of everything within this philosophy lies our belief in the fundamental goodness of people.

Three HR Policies:

The Core Principles of Uzabase HR

**1. Accomplishing our Mission -
"A global provider for Asia
insight"**

**2. Pursuing happiness for both the
company and individuals**

**3. Acting with integrity, respect,
and strong ethics**

Three Core Elements of "The 7 Values"

Closely Tied to Our HR System

Be free & own it.

We entrust individuals with the autonomy to choose where, when, and how they work, while building systems that promote self-direction and accountability for results.

We need what you bring.

We strive to create an environment where people from all professional backgrounds can thrive.

Don't know? Choose brave.

We design systems that actively encourage everyone to take on challenges.

Foundation of
Everything:

**Management Based
on a Belief in People**

We trust our members completely and delegate with confidence—and in return, those entrusted rise to the occasion with their full commitment.



1.

Accomplishing our Mission

What can we do to accomplish our Mission?

We believe that the answer to this question is to align our actions with the 7 *Values*. Our goal is to be an organization that with the ability to move forward by aligning the direction of everyone's path.

Is it okay to turn a blind eye to actions that don't fit our **Values** and **Promises**?

One may think turning a blind eye is okay as long as sales targets are met. However, if we are going through a difficult period and do not achieve our targets, who will be there to take responsibility for the achievement of Uzabase's Mission and drive us forward? Without any shared values, people will leave as sales drop. This can create a negative spiral that becomes increasingly hard to get out of.

= SEVEN VALUES
x
MISSION

Even during difficult times, we have the ability to keep going as our **organization remains strong**.

A strong organization is formed by bringing together various personalities and talent who **share a common set of values** (7 *Values*).



2.

Pursuing happiness for both the company and individuals

In order to ensure that both the company and its members are happy, we strive towards proper alignment. If either side is unhappy, we put our heads together and try to create a win-win situation, holding an honest discussion on which actions to take.

When a change occurs in the company or an individual

When there is a change in the direction that either the company or the individual should be headed, the happiness of both parties may no longer be aligned. In that case, we may propose an internal transfer or an opportunity outside of the company. Ignoring the happiness of either side is not what Uzabase is about.

What is Company Happiness?

Accomplishing our Mission

In order to do this, we grow our existing businesses, create new businesses, and support the decisions of as many business professionals as possible. If we find a better way to accomplish our Mission, we may change our approach.

What is Member Happiness?

The alignment of each member's personal values and ambitions with what the company is striving toward, allowing them to bring out the full potential of their unique talents and continuously deliver results.

We believe that when each member's values and ambitions closely align with Uzabase's Mission—to be "A global provider for Asia insight"—we are all able to make the most of our talents and commit to driving results independently, creating a strong balance between company happiness and individual happiness.



RESPECT x MORALS

3.

Acting with integrity, respect, and strong ethics

In order to accomplish our Mission, we need a diverse range of personalities and talent. **Open communication*** is a must to ensure that a diverse range of teams can respect each other and coexist together.

[*refer to Open Communication](#)

What is the most honest response when faced with a problem?

When it comes to managing an organization or a team, open communication on a daily basis generally helps produce solutions to the issues we face. However, there may be issues which are hard to resolve between parties. If that happens, we **1. collect facts, 2. analyze the situation from multiple perspectives, and 3. interact with all parties involved.**

When a team member's aspirations and the company's direction have been misaligned for an extended period—such as when they are unable to envision a clear career path—we will work together to explore what actions would lead to the best outcome for both the individual and the company.

In such cases, we always follow our policy to act with integrity, respect, and strong ethics.



Open Communication

What is open communication? First and foremost, it is about accepting and understanding the other person's ideas and values. It is also about sharing your own ideas and your point of view, and asking others to do the same. All of that brings out the "real" you.

Naturally, the diversity of our teams results in a diversity of ideas. The key is to make an actual effort to respect and understand each other's opinions, even if these may differ, and **share our points of view**.

And it is also important to never give up on communication. An open dialogue between the people whom the issue at hand actually concerns—that's the key.

We never leave even the tiniest concerns unaddressed—instead, we have an honest discussion and try to find some sort a solution. Such open communication is an integral part of Uzabase's culture.

We also believe in the power of self-disclosure. By sharing your weaknesses with others and hearing about theirs, you gain a much deeper understanding of each other as people, facilitating much more open communication.

"NON-VIOLENT COMMUNICATION" ♥

OPEN COMMUNICATION IS...

DIRECT

Never talk behind someone's back, but **approach them directly**.

HONEST

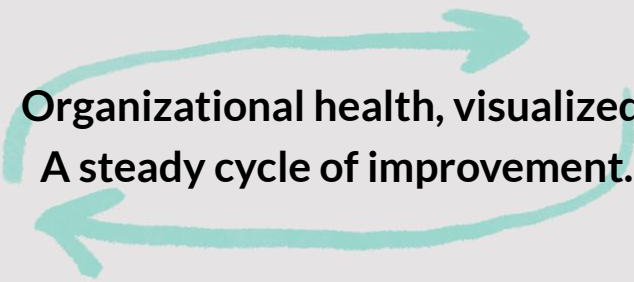
Express your feelings and emotions as-is, **honestly**.

FAIR

Share your point of view. Avoid just talking "at" others, but instead try to look at the issue as if it were your own, with empathy, and then make sure that your assumptions match those of others. Only then should you move towards resolving that issue.

→ "Basically, the approach here is similar to the concept of *Nonviolent Communication* (NVC). The two essences of NVC are honest communication and sharing points of view. Add direct communication to this formula, and you get Open Communication"

Organizational Survey



**Organizational health, visualized.
A steady cycle of improvement.**

Uzabase first implemented a company-wide organizational survey in 2016. For some time afterwards, each Company was tasked with running their own surveys and making improvements accordingly. In 2021, however, Uzabase once again implemented a unified, company-wide organizational survey.

We take action on every issue that we see and recognize, but it's only possible **if these issues are seen and recognized**. If an issue is recognized, we can take concrete action to solve it. If not, then no solution can be produced.

Open communication is an important part of our culture at Uzabase, and we always strive to be an organization where having an open dialogue is the core principle of what we do, regardless of how large the company is.

That said, we also need to understand that some people may be able to adopt an open communication style right away, while others may need a little more time. Sometimes, a person is sure that they said everything that needed to be said, but it was not enough to properly convey their idea. There are reasons why something was not conveyed, or could not be conveyed in full.

At Uzabase, we aim to have a culture of **open communication and open dialogue**, while at the same time establishing a **mechanism for picking up on issues that may be seen by some but not yet said aloud**. Our organizational survey aims to strike a good balance between the two.

OPEN COMMUNICATION

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Three Hiring Promises

When making any decision, we always turn to our 7 Values. Likewise, when hiring new team members, we need to turn to the Three Hiring Promises, and use these to guide our hiring decisions as we continue to develop an organization that can accomplish its Mission in the fastest way possible.

The story behind the Three Promises

Significant differences in the way hiring decisions were made have often led members to fall into one of the traps below, making both the company and the individual unhappy as a result

- Hiring people with a **focus on skills** to achieve the goals at hand
- Only hiring people that **you are comfortable working with**
- **Shifting the responsibility to others:** saying "If somebody will take care of them, let's hire them" or saying "I told you I was against hiring them!" after the person joined the company but didn't exhibit anticipated growth

Sometimes recruitment risks minimizing the power of the organization. If we had continued to fall into these traps, we would have been spending too much time dealing with organizational issues instead of what we should be doing—accomplishing our Mission. That's why we created the **Three Hiring Promises** as a way to clarify our commitments when hiring people and to ensure that there is a common language for making hiring decisions

1. **Values > Mission > Skills**, in that order
2. Hire people who could **outperform you**
3. Take **full responsibility** for your own decisions



Hiring

Three Hiring Promises

Value > Mission > Skills

1.

Values > Mission > Skills, in that order

We value candidates who can relate to/agree with our Mission and Values. Therefore, **we do not hire people who do not match Uzabase's values and who do not find our Mission relatable, no matter how advanced their skills are.** Hiring an individual whose values do not match the company's and forcing them to pursue our Mission will only result in an unhappy situation both for the company and the individual in question. We must always keep in mind the fact that a value match is the most important element to a candidate's assessment.

Prioritize Values over Mission

We believe that empathy for the company's Mission can be fostered through engagement in our business, but we do not think that people's values can be changed that easily. If your personal values and Uzabase's 7 Values do not match, every decision made will be distorted by that fact, and you'll lose yourself in an internal battle. Without aligning values, our Mission cannot be accomplished.

WHY?

Hiring

Three Hiring Promises

2.

Hire people who could outperform you

For the company to **continue growing dynamically**, we need to hire people who have the potential to be better than us.



Make a judgement based on these points:

Will they add to the diversity of the team?

Will they be able to drive the team in a few years?

Examples of bad thinking:

Will they be easy to work with for me personally?

Are they a good fit for my own work style?

Hiring

Three Hiring Promises

3.

Take full responsibility for your own decisions

When making the decision to hire (or not hire) a candidate, make sure that you can take responsibility for their development (through training) after joining the company, without leaving the judgement up to others.



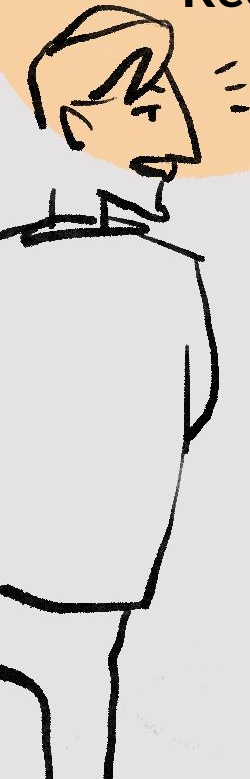
DO:

- If you disagree with team members during the hiring process, talk to them properly and take the responsibility for your decision.
- The decision needs to be made hand-in-hand with a clear commitment to supporting the interviewed candidate themselves after they join the company and helping them grow.

DON'T:

- Shift the responsibility to others via remarks like "I told you I was against hiring this person."
- Leave it up to others to support the growth of the new joiner.

MY OWN RESPONSIBILITY



Hiring

Referral Recruitment



REFERRAL

As stated in the Three Hiring Promises, making sure that a candidate's values match those of the company is a key part of assessment. We hire people who have the same values as Uzabase and can help us to accomplish our Mission. This requires gathering a lot of people who can potentially become our colleagues. We believe that we can unleash the true power of our organization much much faster if every UB member commits to the hiring process, rather than just the hiring teams or managers.

Benefits of Referral Recruitment

People referred by UB members are often a good value match already, so a good team can be built quicker. More importantly, however, it encourages each of us to take ownership of finding the right teammates to help achieve our Mission.

How We Find Candidates

We look for potential candidates through recruitment agencies, direct applications from recruitment platforms, and UB member referrals.

➔ GREAT TEAM ↵

Onboarding

Right
after
joining:

ONBOARDING PROCESS

W E L C O M E !

New joiners undergo an **onboarding process** to fast-track them to opportunities to demonstrate their talents at UB

At Uzabase, we have multiple information management tools, and different divisions use different services, so the overall **amount of information is quite large**, and things also **progress at a high speed**.

Do not let the process end after hiring. Onboarding is a very important step for a new joiner to fully join the company, play an active role, and work happily. In addition, we receive feedback from onboarding participants, review our training materials, and update them from time to time.



What does the training involve?

We deliver a diverse range of training sessions. Each focuses on **directly sharing the passion for the business** from the people involved.

- Training on the background of UB's Mission and Values, as well as the structure of its mechanisms
- Training on UB's culture and mechanisms, including the underlying Mission and Values
- Mandatory training on information security and compliance, which all members must adhere to
- Introductions to each business unit



Apart from this, we also have onboarding training sessions for each business division, and prepare business-specific materials on things that members need to know to keep them in the loop

Kanchana's Story

Kanchana joined the company in 2016 as a Junior Analyst. Recognized for outstanding performance, Kanchana was promoted to Associate Director and was later selected as Best Manager of the Sri Lanka office. Overcoming various challenges, Kanchana gained valuable experience in research, leadership, and team management, fostering both professional and personal growth.

2016

Joined the Sri Lanka office as a Junior Analyst and became one of the founding members. Contributed to the creation of industry-specific and thematic reports.

2018

Demonstrated strong responsibility and commitment to the team, leading to rapid promotions—from Junior Analyst to Analyst and then to Senior Analyst—all within the same year!

PROMOTION

2019-2020

As an Associate Director, managed the research team responsible for large-scale industry reports published on Speeda. Faced challenges in handling multiple tight-deadline projects within the team, requiring careful expectation management with stakeholders and effective role distribution among team members.

By actively delegating responsibilities and maintaining efficient communication with stakeholders, successfully ensured smooth project execution. This leadership performance earned Kanchana the title of **Best Manager in the Sri Lanka office**.

2021-2022

Continued leading research operations with a focus on delivering high-quality reports. During the COVID-19 pandemic, full-remote management became essential. To maintain team productivity, Kanchana prioritized close communication, ensuring both the professional and mental well-being of team members.

2023-2024

Now a member of the **Global Industry Team**, working closely with team members to produce cutting-edge industry reports.

Current Team: Global Industry

Kanchana is part of the Global Industry team, a dynamic group of around 30 analysts with diverse expertise. The team includes both young professionals and founding members from the Sri Lanka office, making it a powerhouse of unique talents.

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How to read the Competency Table

At Uzabase, we aspire to build a self-driven organization. To achieve this, it is essential that each member thinks and acts independently. Seniority alone does not lead to higher titles or increased salary. To support each individual in designing a career that reflects their unique strengths, we have developed a Competency Table as a foundational tool, built around three key principles.

1. Salary Table that links salary to title

Criteria for each member's assessment are based on transparent standards

- We openly share information on salary, as well as criteria for promotion and demotion.
- However, we do not negotiate the amounts for each title.

2. Two types of career paths (Leader & Professional)

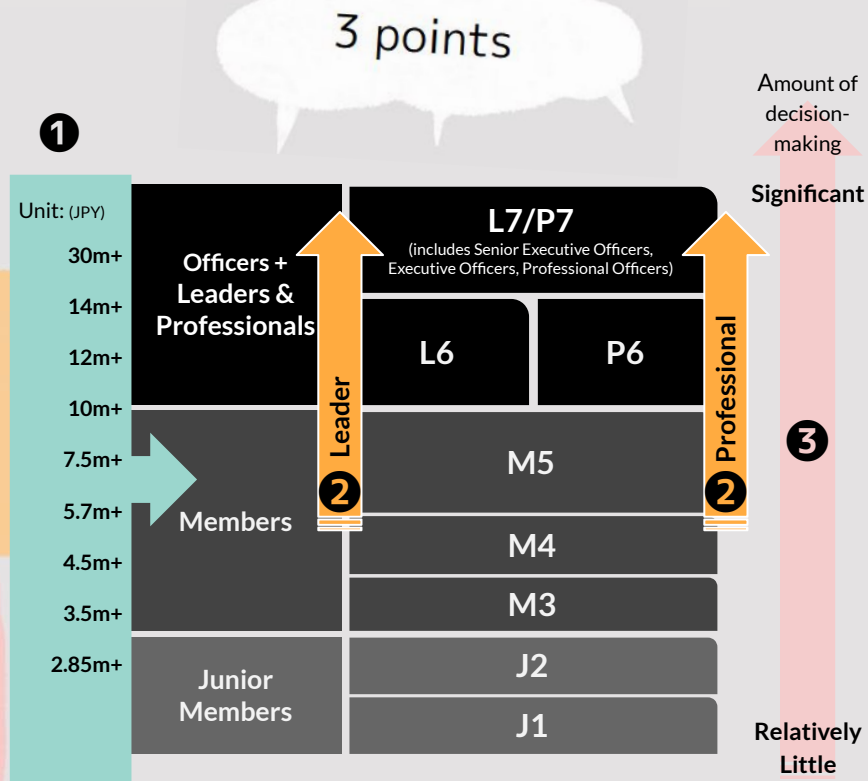
We foster a culture of mutual recognition and support among different talents in each team.

- Specialists and management-oriented personnel are equally valued.
- All "Edges" (e.g., IT engineering, editing, and analytical skills) are regarded as invaluable assets at Uzabase.

3. Competency Table that links title to the amount of decision-making

We aim for each individual to be able to make decisions to achieve team self-management.

- With the structure of PIC→Team→Business, areas of responsibility that can be delegated to each member will expand.
- Larger amount of decision making is required as title goes up.



Competency Criteria

Criteria for evaluation

At Uzabase, we define competencies—sustainable capabilities and behavioral traits—for each title level, from J1 to L/P7. This framework helps members clearly understand where they should be headed and what skills are needed to grow.

There are two types of competency criteria: company-wide criteria and team-specific criteria. Since the required elements vary by team and role, if existing criteria do not align with your team's needs or appear unsatisfactory, consult with your team leader and create new competency criteria. Ensuring fair and meaningful evaluations and feedback is one of the key responsibilities of a team leader.

Officers, Leaders & Professionals	L7/P7 (includes Senior Executive Officers, Executive Officers, Professional Officers)	
	L6	P6
Members	M5	
	M4	
	M3	
Junior Members	J2	
	J1	

Competencies are defined based on the following three elements:

Execution:

The ability to perform tasks with ownership and a PDCA approach

Value:

The ability to act in alignment with the 7 Values and the 34 Promises

Edge:

The ability to develop expertise in a specific area and contribute to the company on an ongoing basis

Definitions of Sub-Tiers (1-3)

J2 to L/P6 have three sub-tiers (1-3), which are defined based on the degree of achievement of competency criteria.

Officer & Leader & Professional	L7/P7 (includes Senior Executive Officers, Executive Officers, Professional Officers)	
	L6	P6
Member	M5	
	M4	
	M3	
Junior Member	J2	
	J1	

M4	M4-2	Meet M4 criteria 100% stably
	M4-1	Meet M4 criteria on the frequency of about 80%
M3	M3-3	Meet M3 criteria and starting to meet M4 criteria
	M3-2	Meet M3 criteria 100% stably
	M3-1	Meet M3 criteria on the frequency of about 80%
J2	J2-3	Meet M2 criteria and starting to meet M3 criteria
	J2-2	Meet M2 criteria 100% stably

Two Assessment Methods

OUTCOME



Outcome Assessment

Assessment meetings are held to determine the appropriate title, referring to the outcome for said member's area of responsibility.

MORE RESPONSIBILITY

Use of Each Assessment Method

L7/P7 members (Senior Executive Officer, Executive Officer, Professional Officer) are subject to Outcome Assessment, while all other members are subject to Competency Assessment.

The shift between assessments also has some gradation. For example, a L6/P6 member or Division/Team leader will also receive some outcome assessment given the wider range of their responsibilities.



Competency Assessment

Assessment meetings are held to determine the appropriate title, referring to the competency table defined by team and title and factoring 360° FB as a key indicator.

COMPETENCY

Officer & Leader & Professional	L7/P7 (includes Senior Executive Officers, Executive Officers, Professional Officers)	
	L6	P6
Member	M5	
	M4	
	M3	
Junior Member	J2	
	J1	

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OKR Management Cycle

At Uzabase, we operate on a three-month management cycle based on OKRs, underpinned by our medium-term management plan and strategy list. Progress against OKRs is reviewed monthly and is complemented by initiatives such as UB Day and the weekly Town Hall Meeting (THM).



About OKR

At Uzabase, we use OKRs as a core management system to help us accomplish our Mission. Rather than taking a task-accumulation approach, we focus on setting themes that capture the essence of what matters now in the context of our Mission. Through open dialogue, we strive to ensure consistency in how OKRs are interpreted and to strengthen individual ownership across the organization. Uzabase leverages OKRs with the following three key objectives in mind.

1. Management through meaning and dialogue, not control
2. Power to get things done by being able to set your own goals
3. Spontaneous co-creation through openly shared goals and progress

Each OKR cycle lasts for three months, and the entire company gets involved in OKR-based management. We have weekly meetings to check the progress of all OKRs and take immediate action if there are any issues. We also hold a quarterly company-wide Expanded THM, where we review the quarter and celebrate OKR achievements.

Making sure that everyone can truly unleash their talents while moving in the same direction

Identifying the most important actions to be taken now, towards accomplishing our Mission

Understanding the link between your work and the Mission



ONE UZABASE!

At Uzabase, each business and team has its own power. We aim to harness all of that power and momentum to produce value as a united organization—One Uzabase. To achieve that, it is important for us to share the context of what is going on in each company.

This means talking not only about “what” we are doing, but also about “why” we are doing it.

With the Mission and Values of Uzabase shared among all of its members, each individual can be as autonomous as they want to be and achieve the best results they can.

Expanded THM

An occasion to deepen our understanding of the overall management strategy at Uzabase through dialogue with our CEOs and executives. We come together as a company, as a team, and as individuals to share and discuss matters that all members should be aware of in order to perform at their best.

Quarterly (4 times a year)

TOWN HALL MEETING

THM

The only event attended by all Uzabase members*. The concept revolves around sharing ideas connected to the company Mission and Values.

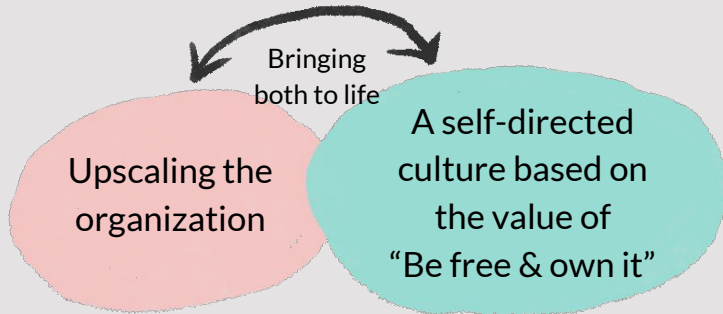
* The event is held on the premise that all Uzabase employees participate in it.

Two/three
times a month

Roles & Responsibilities (R&R)

Roles & Responsibilities refer to a framework that supports Uzabase's autonomous management approach. Rather than being based on predefined job descriptions set by the company, this system enables teams and organizations to explicitly define their responsibilities and role distribution among different groups to ensure clear ownership, all in pursuit of accomplishing our Mission.

This framework is designed to be dynamically updated from the ground up whenever organizational changes occur. By maintaining agility and a startup mindset, it allows Uzabase to scale while swiftly adapting to change, embodying the company's Values and philosophy.



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Goal Setting & Feedback

Goal (OKR) Setting,
1on1s, Feedback

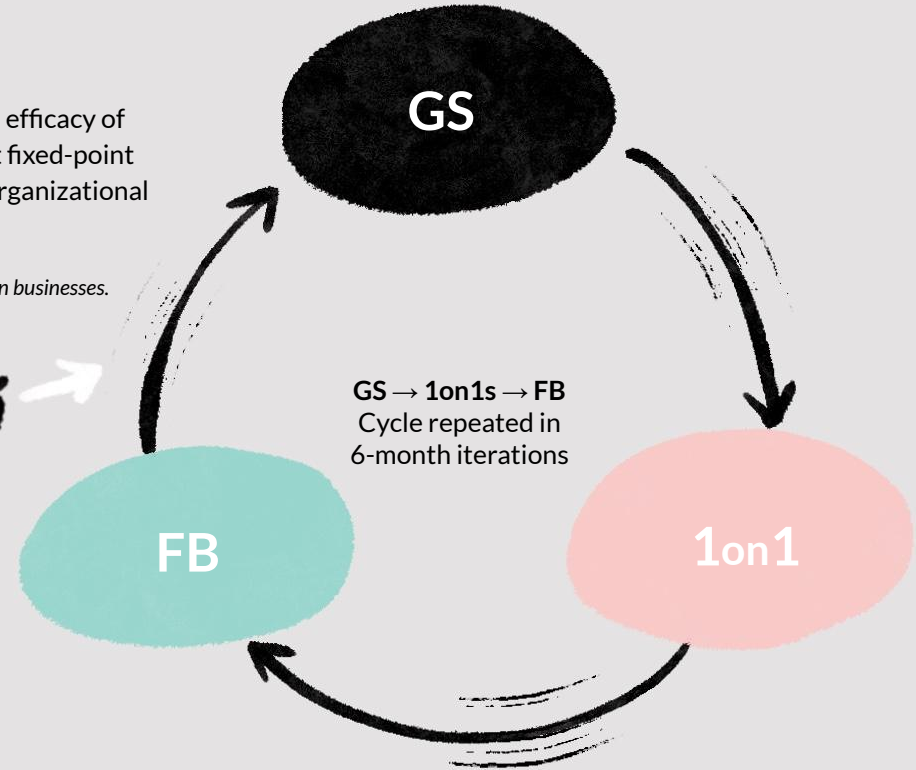
Our Goal Setting (GS) and evaluation system here at Uzabase is a cycle consisting of:

- GS at the start of a term
- 1on1 sessions with the team leader throughout the quarter
- A feedback (FB) session at the end of the term

By implementing this cycle, Uzabase ensures fair title assignments that align with each individual's competency level and the scale of their outcomes.

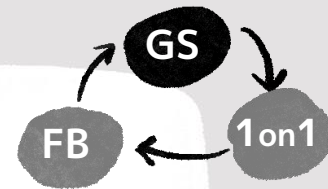
In order to confirm the efficacy of this cycle, we carry out fixed-point observation through organizational health surveys.

**Differences may exist between businesses.*



Goal Setting

Uzabase exists to accomplish its Mission. To create a world where the Missions of society, the company, and individuals are all fulfilled in harmony, we believe two things are essential: 1) enabling members to showcase their unique talents by delivering short-term results and 2) ensuring that each member's Mission is aligned with both society and the company.



Goal Setting (GS) at the beginning of a term should be set with both **short-term** and **mid-term** goals in mind in order to ensure that we as a company accomplish our Mission and that each individual also brings their **will** to life.

SHORT-TERM GOAL:

Short-Term Goals

Should be broken down into domain, division, and team goals, with members setting their own individual goals according to title. The title the member is aiming for during a particular term and what the member needs to achieve to reach this title should be expressed as quantitatively as possible and should be mutually aligned with the relevant leader.

MID-TERM GOAL:

Mid-Term Goals: Expectation Sheet

In addition to short-term GS, which focuses on what needs to be done in the present, we align on expectations and aspirations for the near future (approximately 1-2 years). By bridging the gap between the expectations from leaders (the company) and an individual's thoughts and stance, we create a shared understanding that benefits both parties. This alignment fosters buy-in to the goals, allowing individuals to grow continuously without hesitation.

START

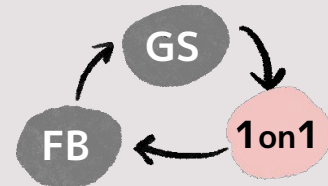


GOAL

1on1s with Leaders

We recommend setting up regular 1on1s with leaders (the frequency of these may vary)

These sessions provide members with the opportunity to share any issues and concerns with their leaders, and to think about what can be done to accomplish both individual and team Missions.



DOs

Even after GS, it can be difficult to see how you are contributing to the future when you are so busy with daily tasks. Think of these 1on1s with leaders as a good opportunity to reflect on what you are doing and clarify your contribution to the future.

Consult with leaders on **how to solve issues** that are occurring in your daily work

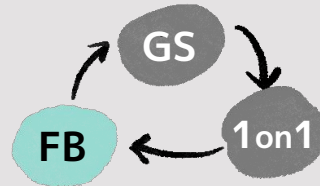
Discuss your **career path** and any **barriers** you may perceive

Confirm that the work you are currently doing is leading you down the path to **what you want to become**

DON'Ts

- Check progress together
- Provide simple status updates

Feedback



ACTION PLAN

The purpose of our feedback (FB) process is for members and leaders to take a look at the goals set at the beginning of the quarter together, and align on the progress made and results produced.

After reviewing FB, employees work with their leaders to develop an action plan for the next period. This plan is then set as GS for the following quarter, driving further growth.

If an employee believes that the feedback or evaluation is inaccurate or inconsistent with the facts, they have the right to appeal. In such cases, they should contact their team leader or Human Resources Business Partner (HRBP) assigned to their business unit.



The Concept Behind Our Feedback Process

Feedback, together with our competency criteria, is key to encouraging growth among UB members. But, to be of any use, the feedback provided must be genuine and **highly convincing**. Members receive feedback based on the goals they set for that term, both from leaders and also other members with whom they have worked directly. This helps create an evaluation system that is rooted in feedback from multiple perspectives and provides a solid basis for determining the person's next title.

TITLE

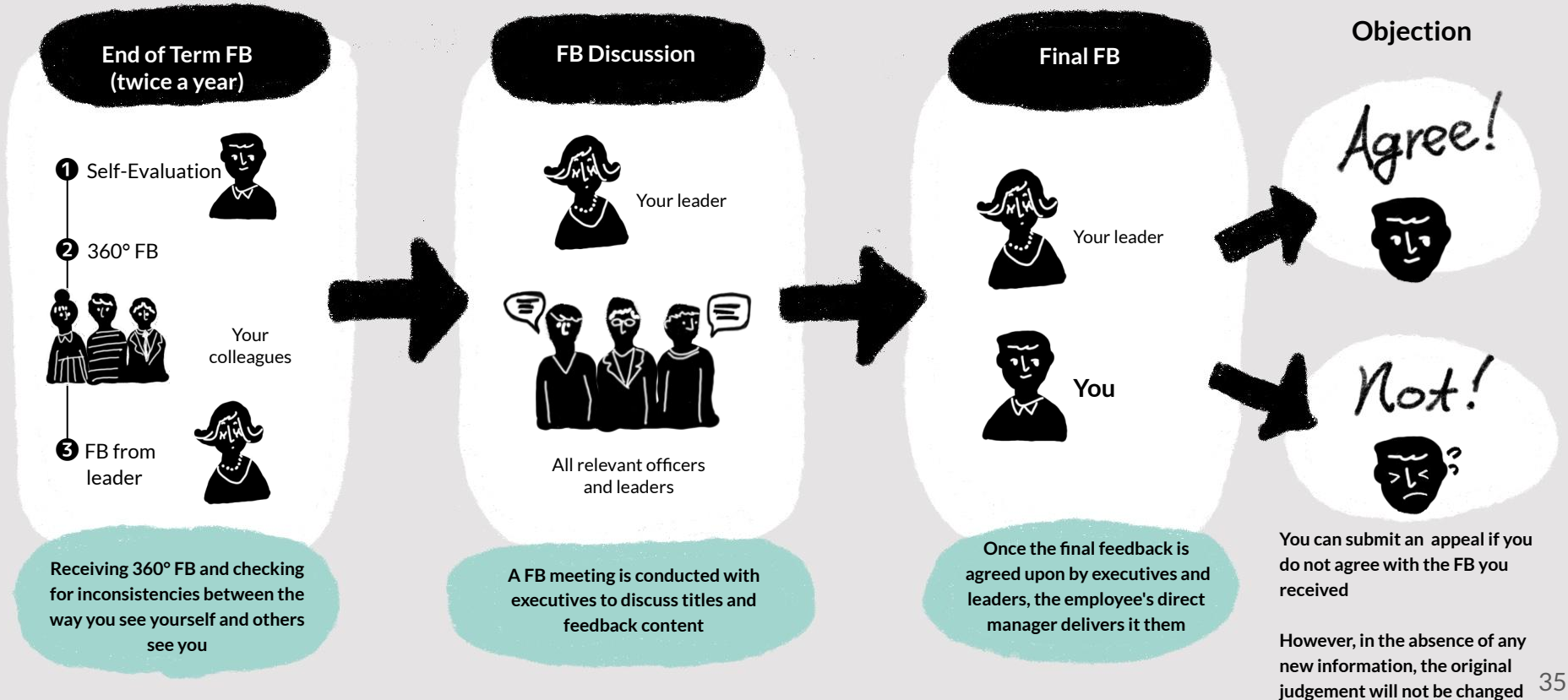
GROWTH



COMPETENCY CRITERIA

360° FB

Our feedback cycle is conducted once every six months. Through 360° FB, we seek to incorporate as many perspectives as possible and foster feedback based on transparency and open communication. Mid-cycle feedback ensures that every employee has the opportunity to understand their performance evaluation at least once every quarter.





Promotion and Demotion Alerts *Demotion is a practice adopted in Japan, Singapore, and Shanghai

We will finalize titles and salaries for the next term based on the evaluations gathered on FB. At Uzabase, we prioritize the distribution of profits fairly according to responsibilities and contribution, rather than seniority which is based on a member's length of time in the company. Our competency criteria and titles are the framework for this distribution.

FBs are designed to ensure that the distribution criteria are appropriate, and the frequency of the cycle is designed to take into account business unit characteristics.

If it is determined through the FB cycle that you have demonstrated a competency higher than your current title, you will receive a promotion (title upgrade). Conversely, if it is determined that you have not demonstrated a competency equal to your current title, you will be given a fair title (demotion alert). If you fail to improve following this alert, you will be demoted (title down)..



Proper communication is important when giving a fair title (demotion alert)!

Pursuing fairness in titles and competencies

In order to fairly distribute the profits we all collectively generate, the titles that form the basis of this distribution must be fair. Conversely, an imbalance between titles and competency criteria results in unfairness. It is also unfair to not inform members that they are at risk of demotion.

Based on the premise of respect for our colleagues and in the spirit of honesty and sincerity, we ensure that the below actions are carried out:

- **Members are respectfully alerted to any risk of demotion**
- **Leaders hold discussions with members to clarify what needs to be done to avoid a potential demotion**

Fair Title ① (Demotion Alert)

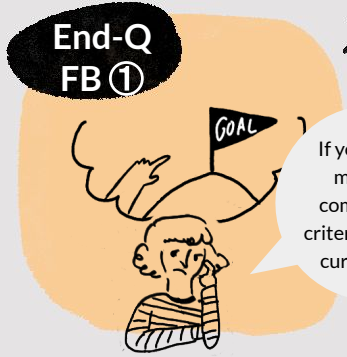
*Japan/Singapore/Shanghai

If the possibility of a demotion comes up at a FB meeting, we will always let you know **three months** prior to this notice that you may be demoted if you do not meet the criteria. We believe that it is fair for both members and the company if this communication takes place in advance and criteria adjusted together, rather than the company simply demoting members if they fail to achieve their criteria.



You set goals with your leader and set about achieving them.

3 MONTHS



You receive an alert that you are at risk of demotion at the end of the next quarter.

Based on the FB received, you decide with your leader what **criteria you need to achieve** to avoid this demotion.

3 MONTHS

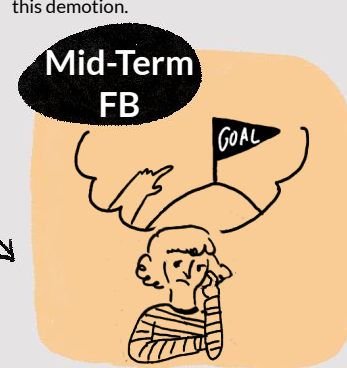


If you do not meet the criteria decided on during quarterly FB

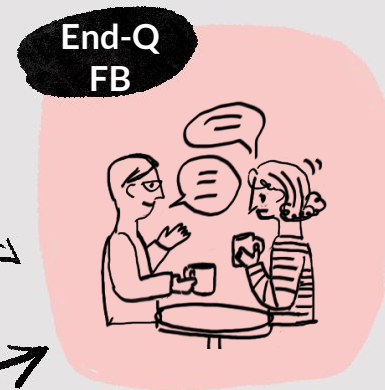
A final decision is made to demote you or not, based on the criteria set during quarterly FB



3



3



6 MONTHS

Fair Title ② (Demotion Alert)

**Practice in Japan, Singapore, and Shanghai*

**Applied from January, 2021*

New Joiners

NEW!

Since Uzabase has full responsibility for the decision to hire a candidate, this first period is designated as a the **"warm-up-period"** and **there will be no demotion for a minimum of 9 months**. However, businesses can still issue alerts to members in advance during their specified FB periods, regardless of timing. By issuing an alert, you can align the view of what a fair title is.

When issuing alerts, we will also align with the team leader as to what we need to achieve to meet the competencies of the current title. If members have not improved during the FB session following the end of a member's warm-up period, we will consider them demoted.

9 MONTHS

Change of Position

MOVE

In principle, members who transfer to a new role in order to take on a new challenge will not be demoted for six months. However, it is still **possible to issue a demotion alert to these members after three months**.

3 MONTHS



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Uzabase's Approach to Salary and Other Remunerations

Salaries and other remunerations do not automatically increase depending on the number of years you work at Uzabase. We believe that employees who have exhibited a higher level of performance and commitment deserve to receive a higher level of remuneration. We focus on the extent to which employees contribute to the accomplishment of our Mission, be it in terms of taking on challenges in new areas, acquiring new skills, or adding new value.

Our goal at Uzabase is to be a company where all members can grow together and earn a high and fair salary.

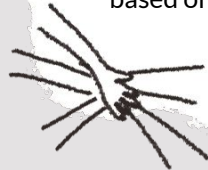
Competency Table and Criteria

These are guidelines for GS/FB. We are open with all members about what titles to aim for and what skills to acquire.



Goal Setting and Feedback

GS defines criteria such as what you will do this term and what your competency will be after the goal is achieved, and confirms the trajectory of your career development based on your mid to long-term goals.



Base Salary and Bonus

We have three major policies on how to distribute the company's revenue.



Three Major Policies



1. High and fair remuneration throughout all areas of the company

We constantly strive to move towards a situation in which "high and fair salaries are provided throughout all geographical regions, group businesses, and employment types, based on their differing characteristics."



2. Prior disclosure of information on fair remuneration

Fair remuneration means that risk, responsibility, contribution, and return are all in alignment. Information on remuneration, such as salary tables, are disclosed internally in advance so that members can draw reasonable conclusions about their future.



3. Optimization of remuneration system design

What constitutes an optimal remuneration system depends on different business models and the regional characteristics. Therefore, in order to ensure a state of high market competitiveness in line with business growth, Uzabase entrusts the design of remuneration systems to the CEO of each business.

Remuneration system design & revision

Remuneration system design

The below factors are key to the system design process. This process takes place in consultation with Corporate.

- Legal compliance
- Guarantee of fairness among all employees
- Market competitiveness
- Design that enables convincing FB
- Promotion of personal growth

Revisions (Link to Salary Tables)

We revise our remuneration system as necessary, factoring in changes in the market.

Pay Equity commitment

Uzabase is committed to determining and reviewing the remuneration of its members fairly, regardless of gender, race, ethnicity, nationality, age, or other characteristics.

UB Stock Ownership Program: Overview

At Uzabase, we offer a variety of equity compensation programs. As we prepare for re-listing, we are currently issuing paid stock options to all employees who wish to participate.

Our Core Philosophy: Growth Together

These programs are designed with the belief that the company and its people grow together. We want every UB member to become an owner of the company and commit to its medium- to long-term growth.

Stock Options (SO)*

Eligible participants: Full-time employees, contract employees, and select external contractors

We offer paid stock options, as a form of commitment toward our re-listing.

*These are rights to purchase company shares at a predetermined price set at the time of issuance.

Employee Stock Ownership Plan (ESOP)

Eligible participants: Full-time and contract employees residing in Japan

To support employees in building personal wealth through company stock ownership, UB provides assistance such as payroll deductions for contributions and incentive payments to encourage participation.

also:

Additional Programs for Employees at L/P7 and Above

- **Compensation in Stock**
(Stock-based compensation option)
- **Direct Stock Purchase from Existing Shareholders**
(Direct transaction/reinvestment)

Compensation for L7/P7 Members

Revised
from 2023!

Executive Officer Evaluation:

L7/P7 (Senior Executive Officers, Executive Officers, Professional Officers) members are evaluated using an outcome evaluation based on the following three factors.



Compensation is determined by an internal executive evaluation committee comprised of the CEO and CHRO. In the case of the CEO and designated group management members, compensation is determined by the Board of Directors after deliberation by the Nomination and Compensation Committee, chaired by an external director.

To: LEADER / PROFESSIONAL **SEVEN**

Reconciling expectations and roles with executive officers:

Identify the roles and expectations for each L7/P7 member up until relisting, describing these in a “Letter of Expectations” to be shared with said member.

Contents of the “Letter of Expectations”

We want to align everyone’s perspectives towards relisting and to accomplish our Mission, the growth strategy as part of our medium-term management plan, and individual happiness, all in a way that remains consistent and idealistic. The Letter should clearly communicate the roles and expectations of said member over the medium- to long-term, and its achievement should lead to great rewards. It acts as a tangible object that is passed to each member, highlighting the company’s high expectations for L7/P7 members over the medium- to long-term, the grant rate for stock-based compensation, and to achieve an alignment in expectations with L7/P7 members.

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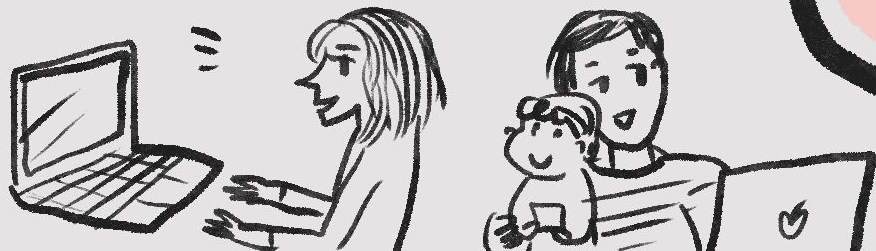
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Working Happily at UB

At Uzabase, we respect every member's freedom of lifestyle, and this includes their families and partners. We believe in happy employees, and believe it to be the way for us to concentrate so as to produce maximum performance. Such freedom requires a high level of self-discipline, but that is the Uzabase way of freedom: **You're free to decide how best you want to work, as long as you commit to producing the results.**

Uzabase's employee benefits (UB Care) and working hours have been shaped so that each and every member's individuality and self-discipline are valued.



WORK DESIGN

Designing a work style that balances freedom and responsibility.

Working Style

Achieving an autonomous work style based on freedom and responsibility

UB Care

To help with the hurdles in life

DEIB Diversity Promotion



Building on what was previously “Diversity & Inclusion,” Uzabase has championed **DEIB** (Diversity, Equity, Inclusion, Belonging) since 2023.

Our Mission is to be “A global provider for Asia insight.” To achieve this, it is essential that each member is able to draw from their diverse personalities and talents to perform at their best and continuously deliver results. So, how do we create that environment? We believe the answer lies in *Belonging*.

Belonging, as we see it, is when a person can think to themselves, “I belong here.” This is something that takes shape gradually—through the sense of happiness and security from having their skill and experience valued by the company, as well as from being able to accept themselves as “less than perfect,” building a relationship of mutual trust with their teammates, colleagues, and ultimately, the company.

Everyone can feel that there’s a place at Uzabase where their “less-than-perfect self” can thrive and contribute. This, in turn, creates a healthy cycle in which members’ unique personalities and talents can be maximized, driving higher performance and further business growth. Grounded in the Value “We need what you bring,” we hope to keep this cycle going and thus achieve our mission of being “A global provider for Asia insight.” With this hope in mind, we’ve decided to name our initiative DEIB.

DIVERSITY

The state of being of an organization in which people with diverse personalities and backgrounds coexist

Foundation

(Organization's state of being)

EQUITY

The attitude and actions in understanding differences in each member's starting point and providing support tailored to their situation

INCLUSION

The attitude and actions in mutually recognizing one another's diverse talents and working together

Means

(Organizational approach)

BELONGING

The feeling of each individual when they are in an environment where they can think to themselves, “I belong here”

Result

(Personal feelings)

MISSION

“A global provider for Asia insight”

A basis for designing
your own
working style

SUPER FLEX "↑"

Super Flex System*

It is the firm belief of Uzabase that the best way to maximize the performance of each of our members is to allow them to work in an environment and at a time that they feel are the most comfortable for them personally. We are all different when it comes to our preferred time to start work and the hours during which we can best concentrate. That is why we allow everyone to determine the time and location that are best suited to them in order to perform to the highest level. This super flex system is based on our core value of liberalism.

As long as you fulfill the tasks and responsibilities assigned to you and follow the rules set by your team, you are free to choose when and where to work.

Nevertheless, while our super flex system provides members with freedom, it also demands a high degree of self-discipline. If you do not respect your colleagues (including members of other teams) and are unable to comply with our basic rules on, for example, recording working hours and overtime, your will not be permitted to continue to use the benefits of the super flex system.



What are the rules on working hours? What exactly is a UB working style?
WORK TIME handbook ←(only in Japanese)

Super Flex system: minimum rules (legal)

**Only valid for members of the Japan office*

1.

The number of hours you must work per month is stipulated in the Employee Handbook.

Monthly fixed working hours = number of business days × 8 hours

*excludes Saturdays, Sundays, and national/company holidays

2.

Overtime hours (other than on Sunday) **cannot exceed 45 hours** per month on **more than 6 occasions** during a year (January to December).

3.

Overtime hours + holiday hours (hours worked on a Sunday) cannot exceed **89 hours** overall or **75 hours** for internal operations

4.

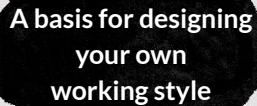
The average number of hours per month of overtime and work on days off during the period of the preceding 2 to 6 months must remain within **80 hours** throughout the year. In light of this, the upper limit for internal operations is **75 hours**.

5.

If you are granted 10 days of annual leave, you must take five or more of these days off during the year-long period from the date they were granted.

6.

A break of more than **45 minutes** must be taken if you work for more than 6 hours; a break of **more than 60 minutes** must be taken if you work for more than 8 hours.



A basis for designing
your own
working style



45 Hours of Prepaid Overtime*

↓
**JAPAN!
ONLY!**

**Only applies to
the Japan office*



WORKING OVERTIME

Why do we have a prepaid overtime system?

Without this system in place, members who work even one hour of overtime would be paid more than others. Management is required to ascertain why exactly certain members are working overtime, but such micro-management goes against the ideas of free working styles and self-discipline which are at the core of our working culture. It is for this reason that we introduced a system of prepaid overtime in Uzabase.

What is our prepaid overtime system?

A total of 45 hours of prepaid overtime per month is set for all members, and it is up to each member to decide how many of these hours to use. You can choose to use up all 45 hours in order to take on challenges in new areas and improve your current work. It is our belief that thinking about how to most efficiently use your time can open up new opportunities for personal growth.

A basis for designing
your own
working style

45 Hours of Prepaid Overtime*

*Only applies to the Japan office

↓
JAPAN
ONLY!

ex)

M4-1

8 working hours per day

45 hours of deemed
overtime,
For Title M4-1

Fixed deemed overtime: **123,750 yen**

Overtime (45h) × Hourly pay (JPY) × Premium rate (Weekday 1.25)

* Any amount in excess of this calculation is a plus

Premium Rates

Weekday/Saturday:	1.25
Sunday:	1.35
Late Night:	0.25

We do have certain
rules, however:

Late night:
10pm - 5am

Sunday:
High overtime rate

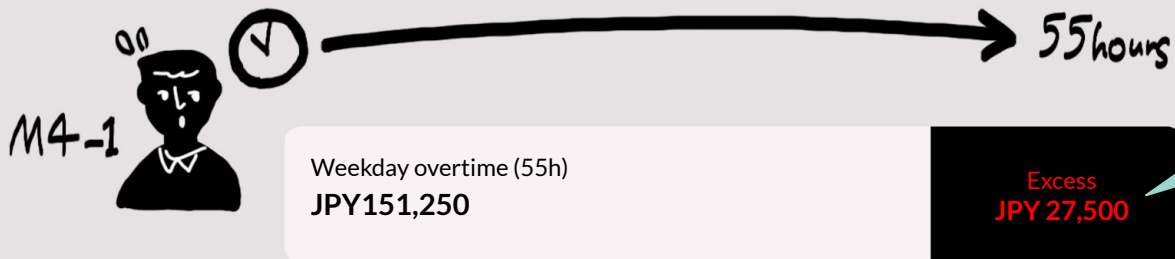
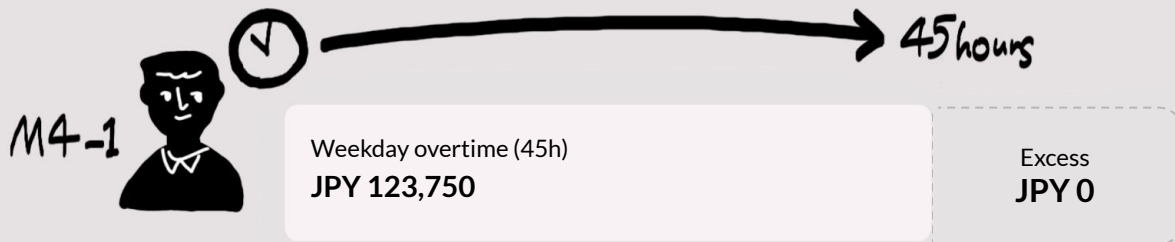
If you work late night hours or on a Sunday, you receive additional overtime pay. We rely on the self-discipline of our members, who are ultimately accountable for their own ways of working. In principle, we expect them to work efficiently so as to not exceed the 45 hours of prepaid overtime. However, further overtime is permitted during particularly busy periods as long as it does not impact upon the health of members, as per Article 36 of Japan's Labor Standards Act.

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your own
working style

45 Hours of Prepaid Overtime*

*Only applies to the Japan office

↓
JAPAN
ONLY!



Overtime Allowance
This amount will be paid as
"Overtime Allowance" in the
following month's salary

WORK STYLE POLICY

Principles Behind Work Style Based on “Be free & own it.”

- Only when individuals and teams are free to choose how they work can their creativity be fully unleashed, allowing them to perform at their best. We believe this is what will enable us to realize our Mission: “A global provider for Asia insight.”
- However, flexible work styles are not an unconditional right—they come with significant responsibilities. The freedom to choose how one works is predicated on consistently demonstrating outstanding performance and fulfilling one’s role, both as an individual and as part of a team.
- If this level of performance is not being achieved, then the individual or team must first shift to a work style that enables better results. By delivering outcomes and building trust, they can regain the autonomy to work more freely—ultimately leading to even greater team performance.

As the influence of the COVID-19 pandemic wanes and a broader shift towards returning to office work continues, we have taken this opportunity to clearly articulate our policies around how we work and our approach to being in the office. At Uzabase, we place the highest priority not on individual preferences alone, but on maximizing team performance.

Links to individual policies
can be found here (JP only)

A basis for designing
your own working style

FOR
EVERYONE

"LONG VACATION"

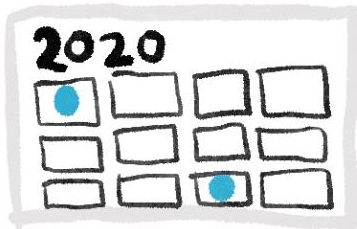
Long Vacation (LV) system



All Uzabase members* are permitted to take 7 consecutive day periods off work (long vacations; LVs) on two occasions per year (recommended to be obtained twice a year).

Channeling our core principle of liberalism, Uzabase does not set a collective company vacation (summer vacation, etc.) and members are free to take their LVs at a time of their choosing. We want our members to avail of a good rest whenever they need it the most.

**In Sri Lanka, LV are given to employees with over five years of employment (Refer UBSL leave policy).*



x2 A YEAR

The purpose of a long vacation is to refresh your mind and body, which will boost your efficiency, motivation, and performance upon your return.

We request that all teams allow for each of their members to take an LV twice a year, and actively encourage them to do so. It is recommended for all members to take at least one LV, but those who take two LVs and can still perform to their highest level are examples to us all. We are committed to creating a company culture in which all members not only have the capability, but are expected to do this.

LVs are set aside specifically to allow our members to refresh. If you do not take them, they disappear at the end of the year. In addition, the purpose of an LV is to give members a chance to take an extended 7-day vacation, so you cannot break these 7 days up into multiple short vacations.

Furthermore, given that they are aimed at allowing members to refresh and ultimately come back to work more motivated and capable of performing at a high level, LVs cannot be claimed as unpaid leave when you leave the company.

Working hours

JAPAN ONLY!

*Only valid for members of the Japan office

Diverse Working Styles: Reduced Hours*

At Uzabase, all members, not only those taking care of children or unwell relatives, can also choose from a variety of working styles, including reduced working hours, on the premise that they can still fulfill their commitments and responsibilities. This system is not only for taking care of loved ones. Your education and your hobbies are also important. If you are finding it difficult to juggle both your full-time work and everything else in your life, you can adjust how much time you will be contributing to your work at Uzabase.

Full-time (M4-1)



Daily time commitment

8 Hours



Fixed-Working Hours

160 Hours
JPY 356,250

Pre-Paid Overtime Hours

45 Hours
JPY 123,750

Reduced hours (M4-1)



Daily time commitment

6 Hours
(for example)



Fixed-Working Hours

120 Hours
JPY 267,187

Pre-Paid Overtime Hours

33 Hours
45 Minutes
JPY 92,813

*Calculations based on 6/8 hours

(of which JPY 2,615 is included as free working style allowance)

➔ Hourly pay stays the same as for full-time

➔ What changes:

1 Annual leave

2 LV

Working hours

There is a budget allocated for team building activities and company events.

Here are some examples:

SRI LANKA ONLY!

Annual Offsite Trip

Overnight stay in a holiday resort, including a late night party



OFFSITE

Quarterly Team Outings

Lunch/Dinner



UZABASE

Games and Other Events

- Watercooler sessions
- Halloween Night
- Movie Nights
- Decorations for Christmas and local festivals

CARD TOURNAMENTS



HALLOWEEN!

UB care

To help with the
hurdles in life

At UB, we think it is only fair that salary standards are raised. For everyone to own the freedom to work as they wish, a system of equality for all should also be at the core of what we do.

Pregnancy, childbirth, parenting, caregiving, and even health treatment—sometimes, life events along the way prevent us from giving our all. On some days we feel at a 100%, but on other days we just can't seem to muster our full strength.

Sometimes, going at it alone doesn't seem to work. Sometimes, we want a little helping hand.

We need what you bring. And that is why UB Care exists, to be that helping hand for employees in many ways.

Family

Support for
Family-Related Matters

- Onboarding for after maternity/paternity leave: Maternity/Paternity Leave Handbook
- Take Your Child to Work
- Marriage and maternity leave & congratulatory money for weddings
- Fertility Counseling Japan Office only
- Child Caregiving Benefit Japan Office only
- Family Caregiving Benefit Japan Office only
- Aid for Babysitting Services Japan Office only
- Children's Education Allowance China, Singapore Office only
- [ODOC](#) Sri Lanka Office only



VB
CARE



Heart

Employee Wellbeing

- Wellbeing Counseling (JP Only)
 - Moyamoya Yorozu Consultation
 - Mental and Physical Health Consultation
 - Diversability Consultation
- Career Consultation (JP Only)
 - Internal Coaching
 - Nanamantor



1 oDoc

- Provides employees with virtual appointments with doctors through the oDoc platform
- Offers access to a wide range of doctors, including specialists, for online video consultations
- Free of charge for all employees and up to three of their family members
- Available to all employees, regardless of contract type

2 Counseling Sessions

Employees have access to an in-house Counseling Psychologist for unlimited therapy and counseling sessions, free of charge.

- Sessions are conducted by an experienced professional
- All conversations are 100% confidential to ensure privacy and trust

3 YOU Matter Series

The YOU Matter Series is designed to support employees' mental well-being through tailored sessions and training programs.

- **Expert Guidance:** Sessions led by mental health professionals
- **Employee-Centric:** Developed based on employee needs and challenges

This initiative ensures employees feel supported and empowered to maintain their mental well-being.

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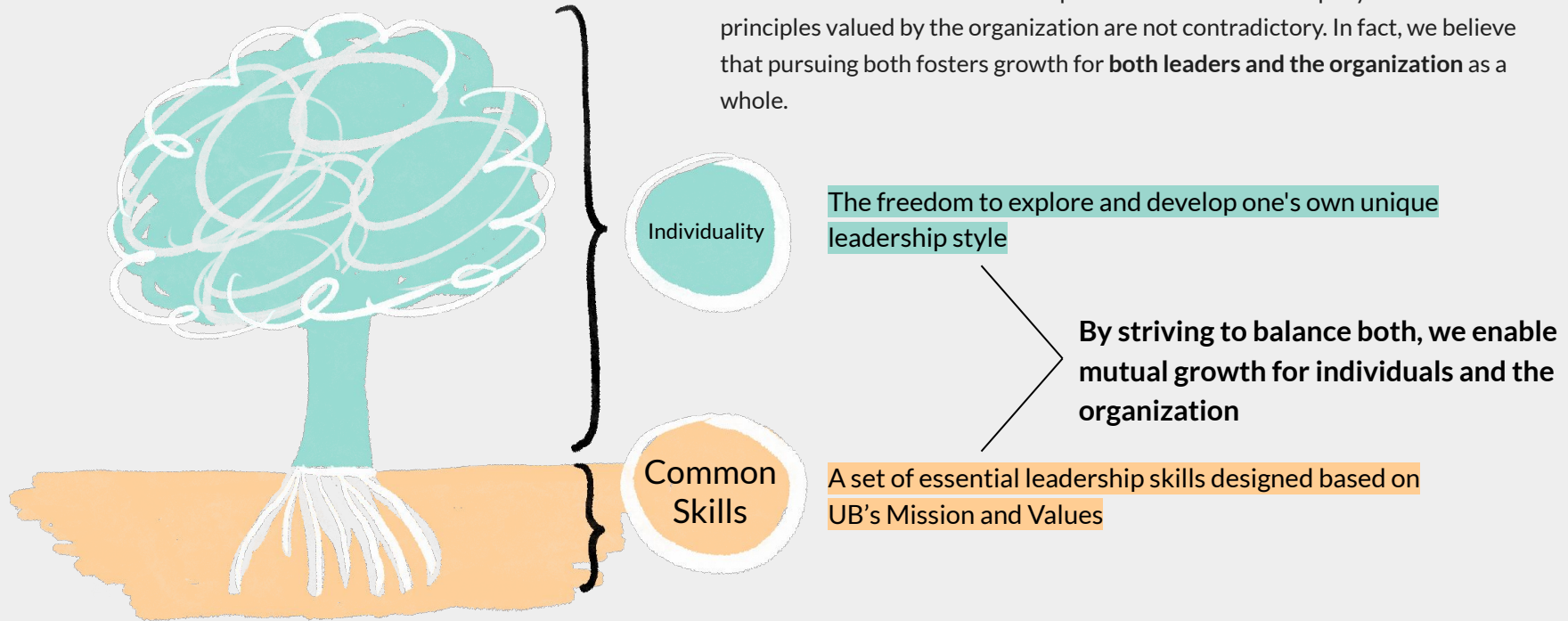


Developing Diverse and Unique Leaders

The UB Leadership Philosophy

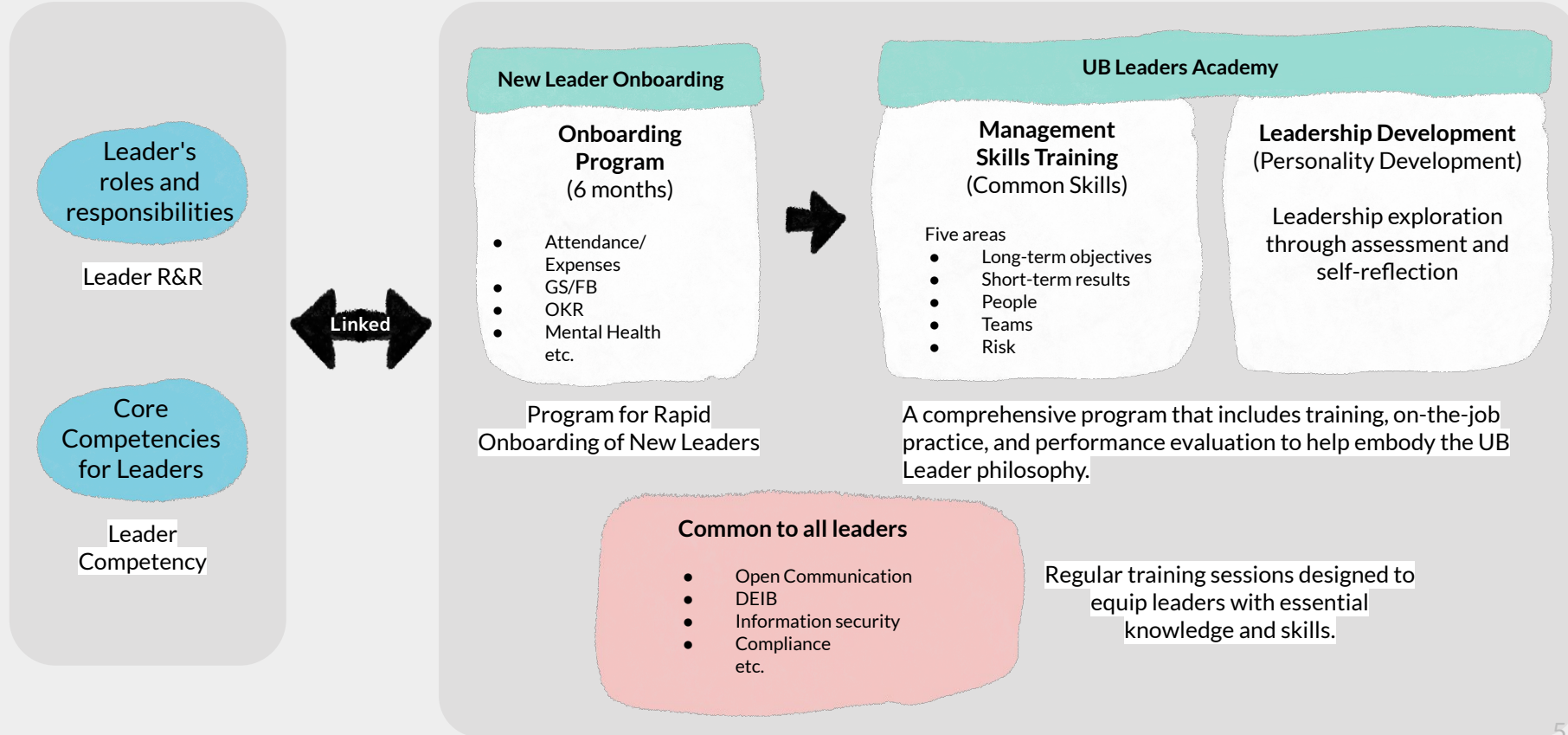
At Uzabase, we encourage individuals to explore and define **their own unique approach to leadership**. At the same time, **we recognize key perspectives that all leaders should uphold**, based on UB's Mission and Values.

The freedom for individuals to explore their own leadership style and the shared principles valued by the organization are not contradictory. In fact, we believe that pursuing both fosters growth for **both leaders and the organization** as a whole.



Overview of UB's Leadership Development Program

We translate the UB leadership philosophy into concrete leader roles, responsibilities, and competencies. To support their development, we offer regular training sessions and a comprehensive leadership program.



Leadership Development Guide

LEADERSHIP Development

Many people struggle with what it means to be a leader. We want to provide a framework that helps guide them and accelerate their growth. By fostering a shared understanding of what good leadership looks like, we also hope to support the development of those who aspire to become leaders. At the same time, we believe there is no single right way to lead. As long as leadership is grounded in our Mission and Values, it should remain diverse, allowing each leader the freedom to lead in their own way.

It is with these thoughts in mind that the **Leadership Development Guide** was created.

This guide does not provide a blanket definition of a leader at Uzabase.

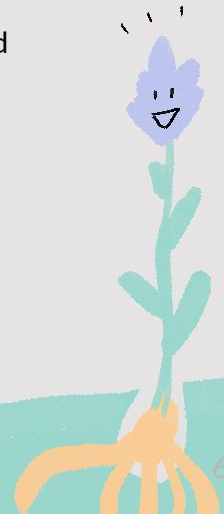
It is simply a guide to leadership that is based on a **common interpretation of our 7 Values** by the CEO and CHRO.

Business divisions are, of course, free to define their own approach to leadership based on their own interpretation of The 7 Values or on additional values that are unique to their business.

We would love to see this Development Guide serve as a foundation for all aspiring leaders at Uzabase,

Leadership Development Guide

(*) Japanese only



Career Challenge



One of our 7 Values here at Uzabase is "Be free & own it." Inherent in this is the idea that our members are free to map out their own careers and take on new challenges.

However, until now, many members were not aware of the opportunities available to them and did not know who to ask. In response to this, we decided to create the Career Challenge system to clarify that, beyond changing jobs or starting a business, opportunities to change roles exist at Uzabase. These opportunities are aimed at ensuring that our **members are free to take on challenges in the areas or positions that truly appeal to them.**

By leaving your comfort zone, you can forge new relationships and encounter new ways of thinking. Such experiences can drive your personal growth and broaden your career horizons.

Career Challenge was established to ensure that all employees at Uzabase are aware of the amazing opportunities available to them to grow within the company.

Find out MORE:

UB Career Challenge

[This program is currently being updated./Japanese only](#)

DIVE: Group-Wide Side-Job System

*Currently only available in the Japan office.

DIVE into a new kind of work experience!

DIVE is a Group-wide side job system (i.e. a system that allows individuals and companies to sign an outsourcing contracts with another team at UB and earn a fee for doing the work). This is a great opportunity for members who want to take on new challenges and expand their career options, as well as for teams who want to bring in new talent and perspectives, to generate a sense of happiness and satisfaction by working together to take on challenges. By circulating our best resources throughout the Group, we can drive change and stimulate our members and teams, leading to an unprecedented level of collaboration.

Note: Currently only available for software engineering positions.



MEMBER HAPPINESS

MEMBER

Working outside your own team is a good opportunity to learn new skills and explore career options within the UB Group. It can be just as rewarding as doing a side-job outside of the company.

TEAM HAPPINESS

TEAM

Gain access to the excellent resources already available within the UB Group. Easier to catch-up on work and communicate! Can help to motivate the team.

FIND OUT MORE: ↓

More on DIVE
(*) Japanese only

Program Currently Suspended

A system to produce new businesses within Uzabase

Uzabase has expanded to what it is today on the back of businesses created by members of management, including the founders. Going forward, we believe that it will be necessary for non-management members to also engage in business creation and to develop human resources capable of leading such businesses.

In recent years, business development programs were held in 2020 and 2022. Participants spent over a year from the initial proposal to the final pitch, engaging in activities such as customer interviews and MVP development to incubate their business ideas. As a result, two businesses from the FY2020 program and three from the FY2022 program won the Grand Prize or Runner-up Prize.

Message from Yusuke Inagaki

an excerpt from a statement

"The aim of think beyond is to drive the creation of new services.

We all inherently possess a strong individuality that has the potential to lead to the creation of a new service. The passion we possess, even executives, can always be probed further.

We want you to harness the power of individual personalities to create services unique to your team, and embrace the challenge with the courage to make decisions.

This will lead to the growth of everyone and the creation of wonderful new services. If think beyond delivers on this goal, I truly believe it will help to maximize the potential of Uzabase."

think beyond Portal (JP Only)



Play Engineering

Tech Company

Uzabase formulated “6 Materialities” to be addressed by UB from an ESG perspective, with one of these being a “Technology Company.”

We are now engaged in the introduction of various systems and the creation of mechanisms to realize an organization in which all members can utilize engineering. In short, we to become a company that does not differentiate between business and engineering.

[Uzabase for Engineering \(JP Only\)](#)



1

Generative AI Courses and Contest

At Uzabase, we are advancing the “PLAY AI Project”, which includes in-house workshops on generative AI, one-on-one consultation on the utilization of AI, and a generative AI contest. Through these initiatives, we aim to create an environment where not only engineers but all employees can leverage generative AI to further improve operational efficiency and enhance the value we deliver.

2

Plus Engineering Allowance

Members who use SQL and other data acquisition, automation, and efficiency skills in the line of their work will receive an allowance in addition to their salary, based on the level of engineering skill.

3

Programming Skill Acquisition System

This system supports UB members in learning programming skills spanning from basic development through to web applications. A curriculum is offered at a special UB member price, and are supported through a unique support system comprised of UB engineers and collaboration with DMM WEBCAMP.

ONE UZABASE PARTY



What Is the One Uzabase Party?

The One Uzabase Party (OUP) is an event held at the start of each year that is attended by all members. It is an opportunity for Uzabase to reflect on the previous year and to express its gratitude to everyone involved with the company for their hard work, as well as their families, partners who have supported them.

Originally a year-end party held in December, the event was renamed to the OUP and shifted to January to mark the start of the new year and symbolize new beginnings.



After word:

We hope that by reading through this Handbook, UB members can discover and learn about the HR systems we have in place here, as well as the various thoughts and concepts behind them.

Nevertheless, it takes time to fully grasp all of these concepts, a process which is possible through dialogue with other people. Please use this Handbook as a base on which to build conversations with your colleagues.

Thank you!

If you have any questions regarding the content of this Handbook, feel free to reach out to the HR Domain at any time. **Contact information is on the next slide.**

Our main message is...

(we know that this has already been mentioned, but just to reiterate)

Uzabase's HR systems are **always open to change.**

- If an HR system no longer fits, then update or abolish it.
- If there is an HR system that should exist but does not, then create it.

This freedom to drive change is the right of each and every member of the Uzabase family.

If you want to create a new HR system, the first thing to do is to get in touch with the HR Domain. Together, we have the power to create a better organization for everyone!

Why was this HR Handbook created?

HOW DID IT ALL START?

At the Ume-Talk in June 2020, during a discussion on whether or not there is real equal opportunity at Uzabase, we sent out a survey to all members on this topic. One issue which emerged was that there was a lack of common understanding and agreement on the background and purpose of each HR framework/system that we have in place.

うめトークとは?

A setting in which members could have a casual discussion with then-CEO Yusuke Umeda once a month. It was a chance to interactively dig into issues raised in the “#ub-all” channel on Slack.



YUSUKE
UMEDA

Umeda Times no.242:
(link to the Slack post↓)

**“Is there real equality
of opportunity in
Uzabase?”**

*Umeda Times was a series of in-house newsletters that appeared mainly around the time the company was founded.

Yusuke Umeda 9:54 PM
@channel

Thursday, June 11th

Umeda Times # 242
Hi everyone!

“Is there real equality of opportunity in Uzabase?”

This time, the Black Lives Matter movement in the United States is once again a good opportunity to stop and think about what diversity is all about.

As stated in the 7 Value of Uzabase, We need what you bring, we value diversity regardless of values, race, religion, gender or sexual orientation. We intend to be a company that ensures equal opportunity, and we believe that this is the way it should be.

But do we really live up to the ideals we have set forth? I would like to take this opportunity to re-evaluate the issue of diversity. Even the word diversity can be argued on many levels.

So my starting point would be: **“Is Uzabase really a place where equality of opportunity is guaranteed.”** I'd like to start by looking at whether we have done this right.

Specifically, I would like to start a conversation with everyone about the following three points (Ideally I would like to be able to think and decide on specific actions):

- 1 - Joining the company (Is it a place that is open to everyone?)
- 2 - Opportunity (Is it a place where everyone has an equal chance?)
- 3 - Evaluation (Is everyone in an equal place to be evaluated?)

The scariest thing about this issue is to believe that you are “probably being fair” and actually being “indifferent” to it. Therefore, I would be happy if as many people as possible would take an interest in this project and get involved in any way possible.

First of all, I would like to conduct a survey to understand the actual situation as much as possible. After that, we will hold “Ume-talk” (in both English and Japanese) on “Is there true equal opportunity in Uzabase?” It may take some time to prepare for the discussion this time around, but we hope you won't mind.

Today, Marianna and I also discussed this situation with her. Her voice is very resonant and I want to thank her for having such a colleague at Uzabase. She shared Netflix with me and I watched it with my family. It made me think deeply about this issue and I highly recommend it because it was a great place to start. [Netflix](#)

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[👤](#) 1 reply 6 months ago

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UZABASE