

Sustainability Medium-term Plan for People

Corporate Statements

The Kuraray Group
Code of Conduct

TOP STATEMENT

Sustainability Long-term
Vision and Sustainability
Medium-term Plan

Sustainability Long-
term Vision

Sustainability
Promotion Structure

Sustainability Medium-
term Plan 3P Model
and Priority Measures

Sustainability
Medium-term Plan
for Planet

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Medium-term Plan
for Product

Sustainability
Medium-term Plan
for People

Materiality of Kuraray
Group

Planet

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People

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Kuraray Report
(integrated report) /
Sustainability website

Initiatives, etc.

Sustainability Long-term Vision

New

Sustainability Promotion Structure

New

Sustainability Medium-term Plan 3P
Model and Priority Measures

New

Sustainability Medium-term Plan for
Planet

New

Sustainability Medium-term Plan for
Product

New

Sustainability Medium-term Plan for
People

New

- Occupational Safety, Process Safety and Disaster Prevention **New**
- **Diversity and Inclusion** **New**
- Talent Development **New**
- Social Contribution Activities **New**
- Past Activities

Diversity and Inclusion

A company where each employee in a diverse workforce works enthusiastically and tackles challenges without fear of failure, generating a succession of innovations while responding to change and continuing to grow.



- 3) Challenge Culture
An organizational culture where employees share common goals, respect one another, and challenge one another without fear of failure
- 2) The best Job for the Person,
the best Person for the Job
Allocation of human resources to promote individual abilities and business growth
- 1) One HR Platform
Establishing a consistent HR platform across the Kuraray Group

The Kuraray Group has set the destination for diversity and inclusion as being “a company where each employee in a diverse workforce works enthusiastically and tackles challenges without fear of failure, generating a succession of innovations while responding to change and continuing to grow.”

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To this end, for the Medium-Term Management Plan “PASSION 2026” period, we will develop

a consistent human resource platform and personal data across the Group, and implement the measures to promote human resource development and diversity based on a long-term perspective. We will seek globally to assign and promote personnel best suited to each job positions in a way that allows individuals to reach their full potential and help growing the business. We will foster an organizational culture in which each person respects diversity and tackles challenges without fear of failure.

Our focus in Japan is on promoting diversity in core human resources, defined as management layer. We will work to advance women, foreign nationals, and mid-career hires to positions of management. Our goal is to boost the ratio of such managers from 12% as of September 2021 to 25% or more by 2030.

Global measures	Target for Japan measures
<ul style="list-style-type: none"> Human resource development from a long-term perspective and promotion of global mobility HR measures to promote diversity (personnel database, personnel recruitment, etc.) 	Ensuring Diversity of Core Human Resources (Japan excluding Production sites.) Fiscal 2024 16% Fiscal 2026 20% Fiscal 2030 25%

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