

Sustainability Medium-term Plan for People

Corporate Statements	Sustainability Long-term Vision	Sustainability Promotion Structure
The Kuraray Group Code of Conduct	Sustainability Medium-term Plan 3P Model and Priority Measures	Sustainability Medium-term Plan for Planet
TOP STATEMENT	Sustainability Medium-term Plan for Product	Sustainability Medium-term Plan for People Updated
Sustainability Long-term Vision and Sustainability Medium-term Plan		
Sustainability Long-term Vision	<ul style="list-style-type: none"> Occupational Safety, Process Safety Diversity and Inclusion Talent Development Social Contribution Activities Past Activities 	
Sustainability Promotion Structure		
Sustainability Medium-term Plan 3P Model and Priority Measures		
Sustainability Medium-term Plan for Planet		
Sustainability Medium-term Plan for Product		
Sustainability Medium-term Plan for People		
Materiality of Kuraray Group		
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Governance		
GRI Standards Content Index		
Kuraray Report (integrated report) / Sustainability website		
Initiatives, etc.		

Talent Development

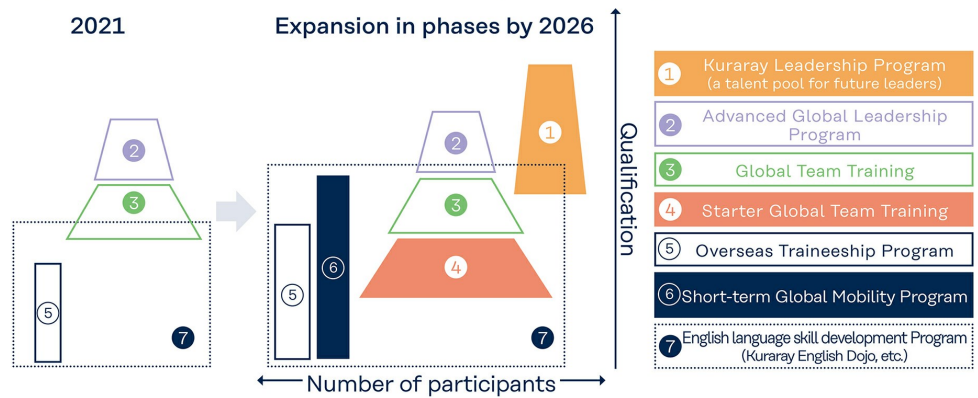
The Kuraray Group respects values and careers of each individual and provides opportunities to develop the skills and abilities necessary for both employees and the company to grow together. In addition to reaffirming Kuraray's "Philosophy" and enhancing opportunities to share our "Values," we will systematically expand our "Global Talent Development Program" in parallel with our "English language skill development Program" and "Short-term Global Mobility Program" to enable diverse talents to work on global basis. We will also strengthen our business operations from a long-term perspective by developing talents capable of taking general managers equivalent positions through "Executive Candidate Development Program", and by building a talent pool.

In addition, a new DX Talent Development Program was launched in 2023 with targets set for participation in classes according to three levels of digital literacy (Gold, Silver, and Bronze). All employees will take the Bronze class, and at least one Gold class employee (a person who can plan and promote DX) will be trained in each department.

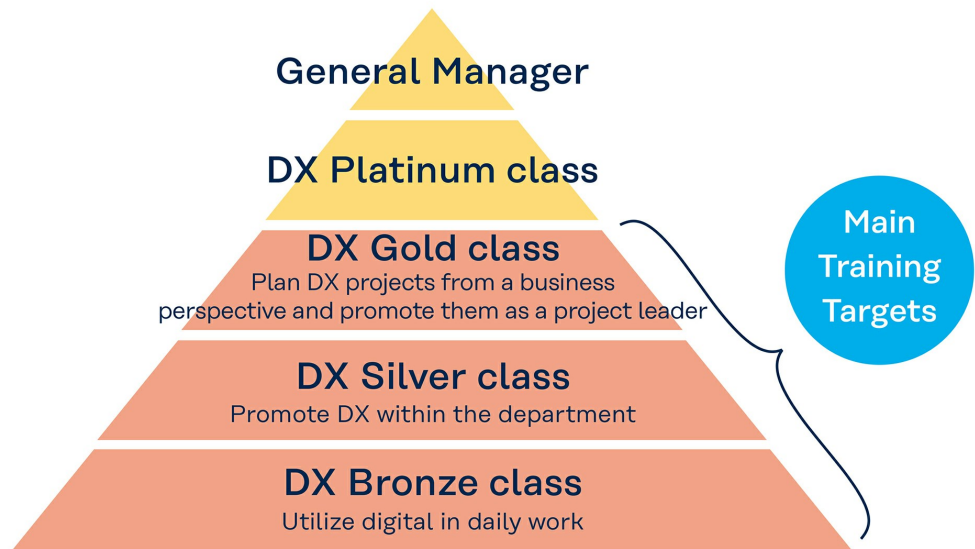
Moreover, from 2024, we provide training on Diversity and Inclusion by job level with content appropriate to the job description.

In order to indicate the target more clearly as a KPI for building a talent pool to strengthen Kuraray Group business operations, we have revised it from the "Ratio of Global Talent Training Hours to Total Training Hours" set the previous year to "the Ratio of senior managers class taking global leadership training," "the Ratio of candidates prepared for general managers equivalent positions," and "the number of employees who have taken Gold, Silver, and Bronze classes of the DX Talent Development Program."

Expansion of Global Talent Development Program



DX Talent Development Program



KPI, Target, and Result for Talent Development		
KPI ^{*1}	Target	Result in 2023
a) Global Talent Development Ratio of senior managers class taking global leadership training ^{*2}	60% (FY2030)	40%
b) Executive Candidate Development Ratio of candidates prepared for General Managers equivalent positions ^{*3}	200% (FY2030)	90%
c) DX Talent Development Number of participants per class (Achievement ratio)		
Gold class	180 (FY2026)	44 (24%)
Silver class	1200 (FY2026)	163 (14%)
Bronze class	5700 (FY2026)	5114 (90%)

*1. a) and b) include employees of overseas, and c) includes employees of group companies in Japan.

*2. The number of senior manager level positions is counted as 300 globally.

*3. This is calculated as the number of employees completed the Executive Candidate Development Program toward the number of General manager equivalent positions.

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