

# Sustainability Medium-term Plan for People

Corporate Statements

The Kuraray Group  
Code of Conduct

Kuraray Group Human  
Rights Policy

TOP STATEMENT

Sustainability Long-term  
Vision and Sustainability  
Medium-term Plan

Sustainability Long-  
term Vision

Sustainability  
Promotion Structure

Sustainability Medium-  
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Setting New Targets  
for GHG Emission  
Reduction and Priority  
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for Planet

Sustainability  
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for Product

**Sustainability  
Medium-term Plan  
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Kuraray Report  
(integrated report) /  
Sustainability website

Sustainability Long-term Vision

Sustainability Medium-term Plan 3P Model

Sustainability Medium-term Plan for  
Planet

**Sustainability Medium-term Plan for  
People**

Sustainability Promotion Structure

Updated

Setting New Targets for GHG  
Emission Reduction and Priority  
Measures

New

Sustainability Medium-term Plan for Product

- Occupational Safety, Process Safety
- HR Strategy
- **Diversity and Inclusion**
- Talent Development
- Social Contribution Activities
- Past Activities

## Diversity and Inclusion

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.”

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 (excluding production sites).

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

Global Measures	Target for Japan Measures						
<b>Implement HR Measures to Promote Diversity</b> <ul style="list-style-type: none"> <li>Develop a personnel database and promote personnel recruitment (To visualize the status of human resources and leverage the resources efficiently)</li> <li>Promote global mobility (To expand career opportunities for employees and invigorate human resource exchange)</li> </ul>	<b>Ensuring Diversity of Core Human Resources</b> (Japan excluding Production sites) <table> <tr> <td>Fiscal 2024</td><td>16%</td></tr> <tr> <td>Fiscal 2026</td><td>20%</td></tr> <tr> <td>Fiscal 2030</td><td>25%</td></tr> </table>	Fiscal 2024	16%	Fiscal 2026	20%	Fiscal 2030	25%
Fiscal 2024	16%						
Fiscal 2026	20%						
Fiscal 2030	25%						

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