

Corporate Statements

The Kuraray Group Code of Conduct

Kuraray Group Human Rights Policy

TOP STATEMENT

Sustainability Long-term Vision and Sustainability Medium-term Plan

Materiality of Kuraray Group

Planet

Product

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Respect for Human Rights

Occupational Safety and Process Safety

HR policies

Culture (Health Management, D&I, Diverse Work Styles, etc.)

Talent Acquisition and Placement

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Kuraray Report (integrated report) / Sustainability website

Initiatives, etc.

People

"PASSION 2026" Priority Issue Targets and Fiscal 2024 Results

		Benchmarks	FY2024		FY2025	FY2026	After FY2027
			Targets	Results	Targets	Medium-Term Plan	Medium-to long-term plan
Occupational injury	A and B rank occupational injuries ^{*1}	2021 3 cases	Zero	4 cases	Zero	Zero	—
	Frequency rate of all occupational injuries ^{*2}	2021 2.89	1.8 or less	2.32	1.6 or less	1.3 or less	—
Process safety	A, B, and C rank accidents ^{*3}	2021 3 cases	Zero	4 cases	Zero ^{*4}	Zero ^{*4}	—
	D ₁ and D ₂ rank accidents ^{*3}	2021 7 cases	3 cases or less	21 cases	3 cases or less	3 cases or less	—
Diversity and inclusion	Global measures	—	- Develop personnel database and promote personnel recruitment - Promote global mobility	- Established project for database creation - Put in place short-term overseas assignment system	- Develop personnel database and promote personnel recruitment (To visualize human resource status, leverage resources efficiently) - Promote global mobility (To expand career opportunities, invigorate human resource exchanges)		—
	Ensuring diversity of core human resources ^{*5}	End September 2021: 12%	16%	18%	—	20%	2030: 25%

^{*1} Evaluation ranking of occupational injuries using Kuraray's proprietary system. Four ranks in order of seriousness: A > B > C > D.

^{*2} Frequency rate of all occupational injuries: Number of all occupational injuries (lost time and no lost time injuries) per million working hours.

^{*3} Evaluation ranking of process accidents using Kuraray's proprietary system. Five ranks in order of seriousness: A > B > C > D₁ > D₂.

^{*4} From fiscal 2025, in addition to zero process accidents in ranks A, B, and C, we will work toward the Medium-Term Plan target of also achieving zero process troubles in ranks A, B, and C.

^{*5} Ratio of managers in Japan who are women, foreign nationals and mid-career hires, excluding production sites

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Talent Acquisition and Placement

Talent Development

Interaction with Society

Sustainability Medium-term Plan for People

Talent Acquisition and Placement

- [▽ Formulation of the guiding principles for recruitment](#)
- [▽ Flexible expatriation system \(Promotion of global mobility\)](#)
- [▽ Global Succession Planning](#)

Formulation of the guiding principles for recruitment

In 2023, we formulated the "The Kuraray Group Recruitment Guiding Principles" with the aim of ensuring that each has the necessary human resources through a consistent process to achieve the company's growth. These guiding principles cover the process of recruiting employees across Kuraray Group, and should be applied to the systems, processes, and decision-making by each group company and organization for talent acquisition, recruitment, and onboarding. Specifically, it includes defining the requirements for necessary talent and positions, ensuring transparency and fairness in the recruitment process, thoroughly complying with laws and regulations, and establishing a clear onboarding process to ensure new employees can smoothly adapt to their duties.

Furthermore, while the competencies required vary depending on the purpose of recruitment, position, and role, the guiding principles also set out three core recruiting factors to utilize during the recruitment process— Collaboration, Initiative, and Challenge-Driven—to consider whether candidates embody Kuraray's competencies.



Flexible expatriation system (Promotion of global mobility)

Under the existing expatriation system, the opportunities to be assigned overseas were limited to non-Japanese employees due to cost issues and their own family situations. To be more flexible and to increase diversity within the group, "STEP (Short-Term Expat Policy)" for six months to less than one year has been started. Moving forward, we will accelerate global exchange of talents not only from Japan to overseas, but also from overseas to Japan and among overseas countries.

Global Succession Planning

To fully utilize our talents globally while supporting the business needs, a globally integrated talent infrastructure is needed. We are developing a common global structure and talent database so that the succession planning, which was previously done separately by each affiliate company, to be done on a global basis.

In 2024, we have started the Succession Planning globally for senior manager posts in each business and introduced a system to confirm the readiness of successors and discuss talent development plans at Talent conference. In the future, we will make use of this system to strategically recruit and assign talents across the organization.