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