

[ Action Plan ]



Promote diversity management



Promote diverse cultivation of human resources



Ensure healthy, safe workplace environments



Healthcare Solutions



Nano-Technology Solutions



Value Chain Solutions






Core Technology Solutions



Common initiatives



Outside four business segments

|   | Content of Initiative   | Social and Environmental Value   | FY2022 Results   | FY2023 Results   | FY2024 Plan  |
|---|---|--|--|--|--|
| 1 | <p>Creating an organization in which diverse human resources can play an active role that leads to innovation</p>  | <ul style="list-style-type: none"> <li>Human resources with various attributes (gender, nationality, background, etc.), skills, and knowledge play active roles</li> </ul> | <ul style="list-style-type: none"> <li>Created innovation through diverse human resources                             <ul style="list-style-type: none"> <li>Average of 26.7 hours of overtime per person per month</li> <li>Took paid leave 18.3 days per person per year</li> <li>Women in managerial positions 5.2%</li> <li>New graduate recruitment 27.3% female, 14.5% foreign nationals</li> <li>Diversity in decision-making layer: seven diverse board directors, executive officers and managing officers (including four women)</li> <li>Male employees utilizing childcare leave: 75.2%</li> <li>Wage difference between men and women: 71.4% (all employees)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Created innovation through diverse human resources                             <ul style="list-style-type: none"> <li>Average of 26.6 hours of overtime per person per month</li> <li>Took paid leave 18.9 days per person per year</li> <li>Women in managerial positions: 5.2%</li> <li>New graduate recruitment 23.3% female, 11.9% foreign nationals</li> <li>Diversity in decision-making layer: Five diverse board directors, executive officers and managing officers (including 3 women)</li> <li>Male employees taking childcare leave 80.7%</li> <li>Wage difference between men and women: 69.9% (all employees)</li> <li>Employment rate of the physically challenged: 2.92%</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Creation of innovation through diverse human resources                             <ul style="list-style-type: none"> <li>Average of 20 hours of overtime per person per month or less</li> <li>Take paid leave 20 days per person per year or more</li> <li>Women in managerial positions: 6.6%</li> <li>New graduate recruitment 30% female, 5% foreign nationals</li> <li>Diversity in decision-making layer: Five diverse board directors, executive officers and managing officers (including two women)</li> <li>Male employees taking childcare leave: 100%</li> <li>Employment rate of the physically challenged: 3%</li> </ul> </li> </ul> |
| 2 | <p>Ongoing implementation of diverse education and training programs to develop human resources</p>               | <ul style="list-style-type: none"> <li>Positive impact on society of employees trained to play active roles in various regions</li> </ul>                                  | <ul style="list-style-type: none"> <li>Early development of global human resources                             <ul style="list-style-type: none"> <li>Ratio of employees with overseas experience within seven years of employment: 39%</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>Early development of global human resources                             <ul style="list-style-type: none"> <li>Ratio of employees with overseas experience within seven years of employment 40%</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>Early development of global human resources                             <ul style="list-style-type: none"> <li>Ratio of employees with overseas experience within seven years of employment 50% or more</li> </ul> </li> </ul>  |
| 3 | <p>Establish a workplace with zero accidents by raising awareness of health and safety</p>                       | <ul style="list-style-type: none"> <li>Physical and mental health facilitates active participation in various fields of society</li> </ul>                                 | <ul style="list-style-type: none"> <li>Initiatives for workplace safety and employee health maintenance                             <ul style="list-style-type: none"> <li>Lost-workday accidents: 0</li> <li>Utilized specialists to implement measures aimed at addressing issues in light of workplace stress check analyses and conduct efforts to reduce the number of high-stress employees</li> <li>Maintained certification as Health &amp; Productivity Management Outstanding Organization</li> <li>Implemented measures tailored to business sites and workplaces</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>Initiatives for workplace safety and employee health maintenance                             <ul style="list-style-type: none"> <li>Lost-workday accidents: 1</li> <li>Ratio of high-stress employees in stress checks: 12.5%</li> <li>Certified as Health &amp; Productivity Management Outstanding Organization</li> <li>Steadily implemented measures tailored to business sites and workplaces</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>Initiatives for workplace safety and employee health maintenance                             <ul style="list-style-type: none"> <li>Lost-workday accidents 0</li> <li>Ratio of high-stress employees in stress checks 10% or less</li> <li>Maintain certification as Health &amp; Productivity Management Outstanding Organization</li> <li>Implement measures tailored to business sites and workplaces</li> </ul> </li> </ul>   |