Cultivating Talent and
Creating a Positive Work Environment

Metrics and Targets

GRI 401-1,3/405-1,2

We create diverse human resources who take on the challenge of creating new value.

NOF

		INPUT			\rangle	OUTPUT	\rangle	OUTCOME
Three pillars		Major activities	Metrics and targets		·	Result		Realization of the Corporate Philosophy
(1)	development	Human resources development support	Training costs (2025 vs. 2022)	Over 2.5 -fold		Taking on challenges voluntarily and proactively		Contributing
2		Expansion of hiring of female new graduates recruited for career-track positions	Ratio of female new graduates recruited for career-track positions (Every year)	30 % or more		proactively		Contributing to humanity
	Diversity &	Expansion of female management-level employees	Ratio of female management-level employees (2030 vs. 2021)	Over 3 -fold		D. H.		and society as a corporate
	inclusion	Expansion of employment of people with disabilities	Percentage of employees with disabilities (2030)	3.0 % or more		Better performance of		group that
		Reduction in the pay gap between male and female employees	Pay gap ratio between male and female full-time employees (2030)	75 % or more		diverse human		creates new value through
	nin	Promotion of utilization of childcare leave by male employees	Rate of male employees utilizing childcare leave (2030)	100%		resources		the power of chemistry,
	▶ P.165	Hiring of mid-career human resources	Rate of hiring of mid-career workers for executive and career-track positions (Every year)	ear) 25% or more			7	from the
	711103					Continuous		biosphere to
(3)	Employee engagement P.166	Promotion of utilization of annual paid leave	Utilization rate of annual paid leave (2025)	75% or more		creation of innovation		outer space
		Execution of measures using employee engagement surveys as a starting point	Overall employee engagement score* (2025)	50.0 or more				