

## Human Resources Management

### Message from the Executive Director in charge

In the **KV25** Materiality section of our Nippon Kayaku Group Medium-term Business Plan, **KAYAKU Vision 2025**, we are working on Work Style Reform as a company-wide material issue, and Maintaining and Expanding Employment and Developing Human Resources as key sustainability issues. We recognize that people are an important driving force for corporate value improvement and creating a sustainable society.

In March 2023, we established our Human Resource Development Policy and Internal Environment Improvement Policy. The purpose of these policies is to reaffirm the Nippon Kayaku Group's philosophy with regard to people, which has been passed down for many years, and to encourage many excellent human resources from outside the Group to participate in our company.

Under this philosophy, we will work to create an organizational culture and work environment where employees with various values respect each other, work with enthusiasm, demonstrate their various abilities, and play active roles.



Senior Director  
General Manager of Human Resources Division  
Makoto Takeda

### Policy and Basic Approach

#### Human Resource Development Policy

Under our corporate vision, the **KAYAKU spirit**, we aim to create environmental, social and economic value by engaging in sustainable management, create a sustainable environment and society, and increase our corporate value.

We have established the following human resource development policy to help realize the **KAYAKU spirit**.

- Fostering autonomous human resources who can increase their creativity and expertise and act autonomously
- Fostering human resources who can boldly attempt new challenges in response to environmental changes without fear of failure
- Fostering human resources who can play active roles with a global perspective

To realize our human resource development policy, we have prepared various training programs such as grade/level-based group education, selective education, and e-learning, and are working to enhance human resource development.

#### Internal Environment Improvement Policy

We place an emphasis on ensuring diversity, fostering a comfortable and rewarding work culture and increasing employee engagement, so that employees can work with motivation and enthusiasm, while empathizing with the **KAYAKU spirit** and developing a relationship of mutual trust with senior management.

In terms of our personnel system, we have established a "position class" (job grade) system that enables appropriate assignment and treatment irrespective of age, gender, career background, educational background, nationality, etc., and a system based on roles and responsibilities that allows employees to voluntarily take on challenges in promotion to managerial positions.

In human resource development, we encourage the autonomous growth of each employee by supporting employees who want to grow and learn for themselves; and support the formation of diverse careers in line with the wishes of individual employees.

### Indicators

#### Action Plan on Measures to Support Raising Next-generation Children

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, Nippon Kayaku has formulated the following action plan and is pursuing a number of initiatives to develop an employment environment in which employees can balance work and childcare responsibilities, and foster a comfortable work environment, including for employees who are not raising children.

Details of the action plan have also been shared with the labor union and disclosed externally, as well as disseminated among all employees on the Company intranet.

#### Action Plan on Measures to Support Raising Next-generation Children (Part 4)

Nippon Kayaku has formulated the following action plan to establish a comfortable workplace environment that allows employees to display their potential and achieve a balance between work, private life, raising children and other commitments.

##### ◆ 1. Period of the plan

April 1, 2022 to March 31, 2025 (three years)

##### ◆ 2. Details of the plan

#### Target 1: Develop an in-house environment that enables employees who are raising children to balance their work life and home life

[Details of specific initiatives]

- Increase the percentage of eligible male employees taking childcare leave to at least 30%
- Increase the percentage of eligible male employees taking childcare leave including leave for childcare purposes to at least 50%
- Support employees who are expecting the birth of a child in balancing pregnancy, childbirth and childcare with work and in returning to the workplace through individual interviews and other measures
- Provide the supervisors of employees who are expecting the birth of a child with guidance on procedures to consider and basic knowledge
- Continue to hold meetings of a dedicated committee made up of members of labor and management to implement new measures and consider the details of plans

#### Target 2: Develop support systems for employees during pregnancy and after childbirth

[Details of specific initiatives]

- Establish consultation services
- Set up a dedicated page on the Human Resources Division intranet site to provide the information that is necessary before and after childbirth
- Provide training and education on childcare and related matters for managers and supervisors
- Consider introducing a model workplace commendation system
- Share articles where employees talk about going on maternity leave and their experiences before and after childbirth in the company newsletter

**Target 3: Revising working styles, developing diverse working conditions that contribute to a healthy work-life balance and creating a comfortable work environment**

[Details of specific initiatives]

- Strive to reduce overtime work
- Institute no-overtime days
- Set days on which employees are encouraged to take paid leave
- Encourage employees to take anniversary leave as part of promoting the use of paid leave

**Target 4: Initiatives for local communities regarding measures to support raising next-generation children**

[Details of specific initiatives]

- Accept children from the local community for company tours
- Run internships for young people
- Consider holding bring-your-child-to-work days

Status of Progress (FY2022) (Japanese) 

## Initiatives

- > [\[Important Issues\] Occupational Health and Safety in the Workplace, Health and Productivity Management](#)
- > [Comfortable Workplace Environment](#)
- > [\[Important Issues\] Maintaining and Expanding Employment, Developing Human Resources](#)
- > [\[Important Issues\] Respect for Human Rights](#)