

## Transformation of HR



Developing platforms that support  
the autonomous growth of employees  
and facilitate contributions from a  
diverse range of individuals

**Satoshi Nishikawa**

Lead Executive Officer  
Executive Officer for Human Resources,  
Deputy Oversight for Health & Productivity Management

all employees and executives as a guideline for our human resources, to ensure that they relish taking on challenges. I am convinced that these elements can further refine and fully leverage our intangible assets, such as our Group Values of sincerity, challenge, and creativity, and our diversity and open and dynamic corporate culture, all of which we have cultivated over a century. We must reawaken the A-Spirit and promote the cultivation of human resources who boldly embrace change and continuously take on challenges and enhance our organizational strength if we are to further advance transformation. To this end, the MTP promotes human resource strategies focused on lifelong growth and co-creativity to cultivate individuals and enhance organizational strength.

Lifelong growth is that which all employees autonomously envision their own careers and continuously learn, take on challenges, and achieve growth. The ability of leaders to draw out individual

In the period between its founding in 1922 and the celebration of its centennial in 2022, the Asahi Kasei Group has grown continuously while transforming its business portfolio. Realizing the two mutually reinforcing aspects of sustainability of “contributing to sustainable society” and “the sustainable growth of corporate value” will require us to promote further transformation.

To support such transformation, Asahi Kasei set up a human resource strategy project headed by the President in fiscal 2021, and began formulating human resource strategies linked to the MTP in fiscal 2022. Our Executive Officer with Oversight of General Affairs and Human Resources serves as a Board Director to ensure that such strategies are constantly in alignment with management and business strategies. In addition, monthly meetings with the President and regular meetings with the heads of business units are held, which I attend in my capacity as Executive Officer for Human Resources. We are pursuing both shared company-wide measures and measures by business unit to enable us to address a wide variety of issues unique to each business while incorporating matters of management, including our business portfolio transformation, into those relating to human resources.

In the MTP, we adopted the term “A-Spirit”—derived from the first letter of Asahi Kasei—to express the attitude we expect from employees. With a strong emphasis on its four elements of ambitious motivation, a healthy sense of urgency, quick decisions, and a spirit of advancement, we are instilling A-Spirit in

and team capabilities to their fullest extent is vital to achieving such lifelong growth, and to that end we are focusing on measures to enhance management capabilities. Co-creativity entails leveraging the diversity of the Asahi Kasei Group to promote collaboration. We believe that we can create unique value by organically connecting our diverse technologies, businesses, and human resources. Based on this belief, we will examine and promote measures from the two perspectives of expanding and connecting diversity.

Asahi Kasei has adopted three KPIs pertaining to human resources. The first is the number of Group Masters. Group Masters are human resources who play a proactive role in creating new businesses and strengthening existing ones through highly specialized industry-leading skills. As cultivating advanced specialists in a diverse range of businesses helps advance both lifelong growth and co-creativity, we are focusing efforts on the cultivation of Group Masters. The second is the Asahi Kasei Group’s original growth behavior index. We use this index, which indicates the extent to which employees are pursuing efforts to enable growth and take on challenges, for its suitability in gaining an overview of the state of lifelong growth. The third index is the proportion of women working as managers and Group Masters, particularly in leadership positions. We have adopted a target of 10% for the whole Asahi Kasei Group by fiscal 2030, as a KPI to measure the active participation of our diverse human resources. We aim to create value by enabling not only women but a diverse array of human resources to actively participate and realize co-creativity.

## Overview of Measures Based on Human Resource Strategies

The Asahi Kasei Group promotes measures enhancing both lifelong growth and co-creativity based on its human resource strategies to cultivate human resources who contribute to value creation. Regarding lifelong growth, we pursue a number of initiatives—such as operating an open position posting system and providing various career guidance programs—to encourage employees to take on challenges in new environments and develop their careers autonomously. In fiscal 2022, we introduced Co-Learning Adventure Place (CLAP), an online learning platform, to support employees taking on challenges of their own accord and reskilling in response to business portfolio transformation. CLAP supports upskilling for all employees—of all ages—through a system allowing them to study from a library of more than 10,000 internal and external items. Particularly in regard to senior personnel, to whom the concept of lifelong growth also applies, we support taking on challenges and achieving growth even beyond the age of 60, and accordingly in fiscal 2023 extended the option of retirement through age 65. As we also emphasize the enhancement of management capabilities, we have put in place a foundation for line managers to work on improving their own organizations by visualizing the vitality and growth behavior of workplaces through KSA surveys, a measure we developed to improve engagement. Meanwhile, we are taking steps to facilitate the lifelong growth of management executives, such as advancing initiatives for managers to enhance their own management capabilities by assigning coaches, and arranging for selected next-generation leader candidates to participate in special development programs. In fiscal 2022, we promoted efforts to visualize our human resources by introducing Career Management Place (CaMP), a

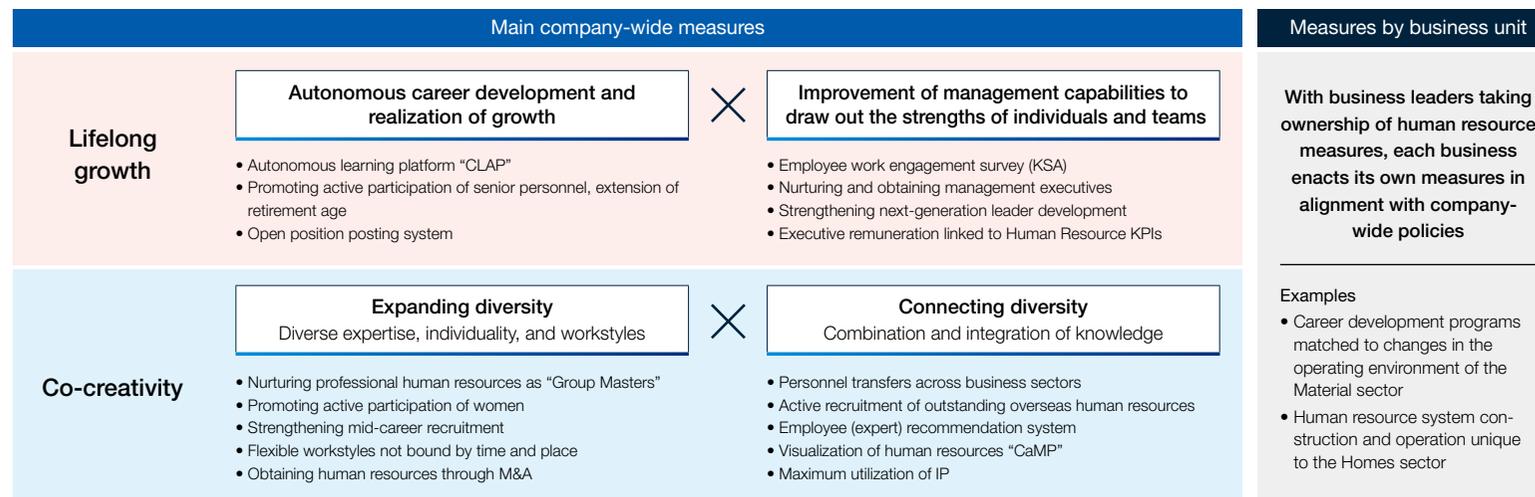
system that centrally manages information on employees, which line managers have begun utilizing as a tool to improve their organizations.

With respect to co-creativity, Asahi Kasei operates the Group Masters program to cultivate human resources with a variety of specialized skills, and implements measures to promote the active participation of women to expand diversity. At the same time, we are developing an environment enabling diverse workstyles tailored to work duties and individual circumstances by allowing for remote work from home or satellite offices. We are also bolstering our recruitment of richly experienced mid-career human resources to ensure that we maintain the talent necessary to strengthen our businesses and transform our business portfolio. In fiscal 2022, 328 mid-career recruits and 267 new graduates joined Asahi Kasei, with the former accounting for more than half of all new recruits. Moreover, we promote to executive positions those who have joined the Asahi Kasei Group through overseas M&A activities. In terms of connecting diversity, we transfer human resources across business sectors to combine and integrate knowledge. In addition, we are working to build our own system to accurately identify the human resources that the Asahi Kasei Group needs. In this way, we are promoting efforts enabling human resources with knowledge of various technologies and businesses to interact with each other.

The Asahi Kasei Group's business sectors are wide-ranging. Mindful of this, we promote human resource measures headed by business leaders to ensure that such measures are aligned with issues faced by each business. In particular, Homes takes many measures unique to the sector incorporating industry-standard approaches.

Further transformation will be indispensable to improving the Asahi Kasei Group's corporate value. A wide range of measures are being applied to accelerate this transformation. High-priority measures among them are introduced on the following pages.

### Outline of Human Resource Strategies



## Measures to Strengthen Lifelong Growth

### ■ KSA: Measure to Enhance Engagement

KSA, an engagement survey assessing employee empowerment and growth, is an initiative that effectively runs a plan-do-check-act (PDCA) cycle by visualizing the state of individuals and organizations to encourage employee work engagement and behavior conducive to taking on challenges and achieving growth. Asahi Kasei conducts KSA surveys on an annual basis and shares each organization's results with line managers. Based on these results, each organization takes the lead in working to address issues. While gauging three indicators—supervisor–subordinate relationships and workplace environments; employee empowerment; and a growth behavior index—KSA surveys focus on the growth behavior index as a KPI. The score for this KPI is steadily rising, having stood at 3.65 in fiscal 2020 when we launched this initiative, and 3.71 in fiscal 2022, and we will continue to increase it further (on a five-point scale from 1 to 5).

#### Items Gauged through KSA Engagement Surveys

1 Supervisor–subordinate relationships, workplace environments	2 Employee empowerment	3 Growth behavior index
<ul style="list-style-type: none"> <li>• Support from supervisors</li> <li>• Interpersonal relationships supporting work</li> <li>• Encouragement of ingenuity</li> <li>• Respect for diversity</li> <li>• Workplace openness (psychological safety)</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to maintain a positive stance (individual capabilities)               <ul style="list-style-type: none"> <li>- Confidence, feeling of self-efficacy</li> <li>- Strength to overcome adversity</li> <li>- Capacity for plotting course toward achieving goals</li> <li>- Optimism</li> </ul> </li> <li>• Motivation toward work (work engagement)</li> </ul>	<ul style="list-style-type: none"> <li>• Experience-based learning</li> <li>• Contributions to organization</li> <li>• Problem-solving/improvement efforts</li> <li>• Job crafting</li> </ul>



#### Comments from Employees Who Utilized the KSA Survey

“ I reviewed the order of work priorities to reduce total labor hours. As a result, each employee's workload decreased and overtime hours were clearly reduced. ”

“ I addressed issues raised at discussion meetings with supervisors. First, we raised the headcount on three shifts and increased personnel with mid-career hires to alleviate the burden on each worker. Second, we are devolving some authority to supervisors, a position that line workers can aspire to, as part of the effort to foster a culture in which employees proactively aim to advance their careers. ”

“ Reflecting input from organization members, we reclassified business unit meeting participants from general manager or above to assistant manager or above. We created opportunities for young employees to make presentations at the meeting every two months, which we plan to use to increase their sense of participation and improve their skills. ”

“ The survey helped unite our department, deepening our understanding of our own organization and inspiring us to maintain our current positive workplace culture. ”

### ■ CLAP: Measure to Support Reskilling

Co-Learning Adventure Place (CLAP), the Asahi Kasei Group's own learning platform, is a system that freely allows employees to learn using materials needed to improve their own specialist skills or career development from a library of more than 10,000 internal and external e-learning items. Using this system, each organization support employees in learning essential skills and reskilling in response to operating environment changes and business portfolio transformation. In the period between its introduction in December 2022 and March 31, 2023, 15,500 out of 19,000 eligible employees used CLAP, equivalent to 81%. With 12,300 users completing one or more of the e-learning items, a significant number of employees are engaging in autonomous learning.

Through CLAP, we incorporate the concept of learning together, developing activities that allow employees to learn from in-house specialists or connect with each other through learning, in addition to enabling continuous learning by employees to develop their own careers and learn autonomously.



#### Not a Lesson. An Adventure. Welcome to CLAP.

Co-Learning Adventure Place

The name is inspired by the idea of taking enjoyment in learning together as if going on an adventure. CLAP offers an extensive library of learning items and ways to connect with a variety of colleagues.

The real joy of adventure is learning about an unknown world.

But what you discover after that is up to you.

Find your own ways to learn and connect with others.

Step outside your comfort zone when your curiosity is excited, even just a little bit.

Don't worry if it doesn't work out—having the courage to try is what matters.

Praise others if you think they're having a great adventure.

Reach out and make a connection to those you aspire to emulate.

Asahi Kasei has many amazing people you haven't met.

CLAP belongs to you. Success depends on enjoying it.

The CLAP Concept



#### Comment from an Employee Using CLAP

“ The Osaka Sales Department of Asahi Kasei Construction Materials began activities using CLAP in June 2023. Members recommend to one another the videos they like from the CLAP video menu. Using Microsoft Teams, we take turns every Monday to recommend videos, and those who watched them then give their feedback. We hope this activity will lead to autonomous learning as well as learning together. ”



**Makoto Kai**

Osaka Sales Department  
Asahi Kasei Construction Materials

### ■ Energizing Senior Personnel in Response to Extending the Retirement Age

In fiscal 2023, Asahi Kasei raised the retirement age in Japan from 60 to 65 to support the lifelong growth of employees. Analyzing afresh the framework of expectations for what they will, can, and must achieve, we match employees reaching the age of 60 to work assignments in accordance with analysis results to further draw out the capabilities of senior personnel who still seek to refine their specialist skills and continuously take on new challenges matched to a changing environment. Asahi Kasei expects that assigning senior personnel to environments where they can tackle their work enthusiastically and demonstrate their full capabilities will enhance their job satisfaction while stimulating younger employees.

### ■ Using the Open Position Posting System to Realize Autonomous Career Development

In fiscal 2003, the Asahi Kasei Group adopted an open position posting system, through which dozens of human resources each year transfer of their own accord to different departments to take on challenges in new environments. The number of personnel transferring to other departments through the open position posting system has been trending upward in recent years, at 53 in fiscal 2021 and 67 in fiscal 2022. We will continue striving to improve the system—which supports employees in developing their careers autonomously to realize lifelong growth—in various ways, such as expanding the scope of concurrent assignments to allow employees to experience work in departments other than their own for set periods of time.

### ■ Cultivating Managers to Enhance Management Capabilities

Asahi Kasei is working to improve training programs targeting general managers, who hold the key to organizational management. The program comprises a variety of elements, including group training and e-learning on management as well as 360-degree feedback evaluating their behavior from multiple perspectives, a one-on-one course to improve their skills for communicating on an individual basis with subordinates, and a course for using KSA surveys. In addition, we began incorporating an individual coaching program in fiscal 2020, which approximately 200 out of 680 applicable personnel had completed as of February 2023.

We are also focusing efforts on cultivating and recruiting management executives. To this end, we have introduced coaching with the aim of facilitating the growth next-generation leader candidates and operate programs to improve leadership and teamwork. Selected from among General Managers and Senior General Managers, certain candidates each year are promoted to the position of Group Executives<sup>1</sup> through the program. As of April 2023, there were 36 Group Executives and 76 candidates to become Group Executives. We will continue aiming to secure candidates and further raise the quality of human resources.

<sup>1</sup> Group Executives are appointed by resolution of the Board of Directors from among Executive Officers as individuals with responsibility and authority for improving the corporate value of the Asahi Kasei Group as a whole. Specifically, Group Executives include Lead Executive Officers and above at Asahi Kasei Corporation and Executive Officers at equivalent positions in core operating companies.

## External Recognition and Awards Related to the Asahi Kasei Group's Human Resources

### Examples of Human Resource Initiatives Included in the Ito Report

The Asahi Kasei Group's human resource strategies were included as useful examples when considering policies on human capital management in the Ito Report on Human Capital Management 2.0, which was published by the Ministry of Economy, Trade and Industry in May 2022. The report highlighted our original measures for enhancing engagement (the KSA survey) and the Group Masters program.

### Excellence Award at HRX of The Year 2022

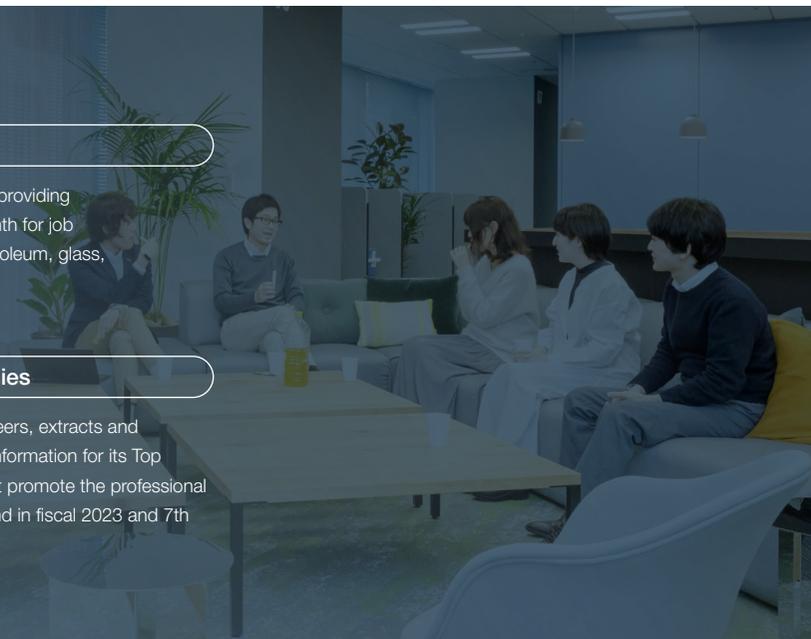
Organized by the HR Executive Consortium to promote human resource transformation (HRX) among Japanese companies, HRX of The Year recognizes companies conducting innovative initiatives in the field of human resources. In December 2022, at the inaugural awards, the Asahi Kasei Group's system for cultivating digital human resources received the Excellence Award.

### OpenWork: Workplace Review Site

In rankings compiled independently by OpenWork, a website providing employee reviews of companies, Asahi Kasei was ranked eighth for job satisfaction in fiscal 2021 and first overall in the chemical, petroleum, glass, and ceramic industries in fiscal 2022.

### Ranked in the Top 25 in LinkedIn Top Companies

LinkedIn, a U.S.-based social media platform focusing on careers, extracts and independently analyzes data based on collected user profile information for its Top Companies list, ranking the most attractive 25 companies that promote the professional growth of employees. The Asahi Kasei Group was ranked 22nd in fiscal 2023 and 7th among Japanese companies.



## Measures to Strengthen Co-Creativity

### Cultivating Professional Human Resources through Expansion of the Group Masters Program

Asahi Kasei needs to draw on the diverse capabilities of its human resources, including in technology, marketing, sales, manufacturing, environmental safety, and intellectual property, to accelerate the creation of new businesses and the reinforcement of existing ones, while cultivating and recruiting many specialists in various fields, which is essential for improving corporate value. The Group Masters program is a system that allows Asahi Kasei to secure industry-leading, highly specialized human resources, cultivating and rewarding those expected to proactively take part in and contribute to such business creation and reinforcement. Tasked with the development of the next generation, among other roles, Group Masters help improve Asahi Kasei's organizational strength, as well as enhancing and demonstrating their own specialized skills. We track the number of Group Masters as a KPI. There were 90 when we revised the program in fiscal 2016, and this has steadily increased to 294 as of fiscal 2022. Our MTP, which began in fiscal 2022, set a target of 300 Group Masters by fiscal 2024. However, given the pace of increase, we have raised that target to 360. In all our businesses, including the 10 Growth Gears (GG10) we have designated as drivers of future growth, Group Masters will not only propel technological development but also contribute to business expansion and the creation of new businesses by taking the lead in enhancing the Asahi Kasei Group's abundant intellectual property and co-creating human resources.

#### Group Master Ranks and Roles

Ranks		Roles
<b>Executive Fellow</b> (Status Equivalent to Executive Officer) Person who newly developed or considerably expanded a field of technology	<b>Senior Fellow</b> (Status Equivalent to Managing Executive, Senior Managing Executive, or Executive Officer) Person whose term as Executive Fellow or Principal Expert expires after retirement age but who is expected to continue the roles shown at right	1. Actively participating in and contributing to new business creation and strengthening operations by cultivating and enhancing their skills and abilities as a leading specialist  2. Fostering younger personnel in the relevant areas
<b>Principal Expert</b> (Status Equivalent to Managing Executive or Senior Managing Executive) Person who takes the lead in a field of technology		
<b>Lead Expert</b> Person ranked below Principal Expert (candidate to be Principal Expert)		Actively participating in and contributing to new business creation and strengthening operations by cultivating and enhancing their skills and abilities
<b>Expert</b> Person ranked below Lead Expert (candidate to be Lead Expert)		



#### Comments from Group Masters



“ I am determined to contribute to the growth of Global Specialty Pharma through alliances with partners in Japan and overseas based on my specialization in pharmaceutical licensing alliances. ”

#### Kazuko Yokota

Principal Expert  
Business Development and Licensing Pharmaceutical R&D, Business and Strategy Division  
Asahi Kasei Pharma

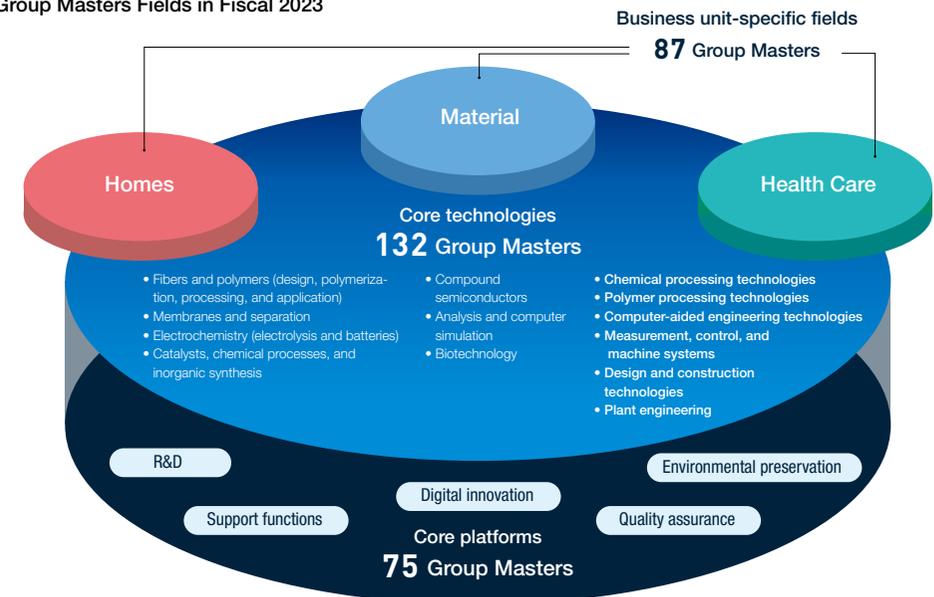
“ I will drive the development of innovative technologies in relation to hydrogen with a focus on water electrolysis to contribute to the creation of a carbon-neutral society and the sustainable improvement of corporate value. ”

#### Yosuke Uchino, Ph.D.

Lead Expert  
Clean Energy Project and Green Solution Project, Environmental Solutions SBU



#### Group Masters Fields in Fiscal 2023



Note: Fields in bold were revised in fiscal 2023

## ■ Diversity, Equity, and Inclusion

Co-creativity that capitalizes on the diversity of human resources to co-create businesses is indispensable to addressing dramatic changes in the operating environment and continuously creating new value. Positioning diversity, equity, and inclusion (DE&I) as one of its management strategies, the Asahi Kasei Group establishes and expands systems and provides support to realize rewarding work environments friendly to a diverse range of human resources.

### Promoting the active participation of women

Along with seminars on preparing for childcare leave and returning from leave to support the active participation of female employees through events in their personal lives, including childbirth and childcare, Asahi Kasei has conducted a variety of initiatives, such as a mentoring program to support the career development of female managers. As a result of these efforts, the number of female managers increased from three in 1994 to 309 as of June 1, 2023. In addition, women account for two Directors, one Audit & Supervisory Board Member, and two Executive Officers among senior management.

In fiscal 2022, we adopted as a KPI a target to increase the percentage of female managers, particularly in leadership positions (managers and Group Masters), to 10% by fiscal 2030 (the figure in fiscal 2022 was 3.8%). Targeting 5% in fiscal 2024, we have also linked achievement of the percentage to executive remuneration.

Senior management, the Diversity Promotion Office—the organization promoting diversity—and business units are acting as one, implementing concrete initiatives tailored to issues in each business unit to achieve this target. We are also enhancing our system to tackle the company-wide issues of long working hours for managers and the gap in experience between men and women in core positions, while the commitment and leadership of senior management is providing strong support for activities on the front lines.

### Creating an environment supporting the active participation of all motivated human resources

The Asahi Kasei Group promotes extensive support measures to create an environment accommodating the individual circumstances of employees, thereby allowing all human resources to properly demonstrate their talents and play an active role. For example, we are working to create an inclusive environment by introducing a variety of systems. These include a work rehabilitation system supporting a seamless return to work after receiving medical treatment, a system ensuring time for outpatient medical care to balance treatment and work, and a system allowing a leave of absence to employees whose spouses have been transferred overseas.

In its corporate governance report, Asahi Kasei has stated its commitment to promoting women, non-Japanese, and mid-career recruits to key positions. For information on initiatives and various data pertaining to the recruitment of people with disabilities, please refer to our [sustainability report](#) .

## ■ Promoting Co-Creation by Transferring Human Resources Across Business Sectors and Visualizing Human Resources

The Asahi Kasei Group cultivates human resources with broad viewpoints and elevated perspectives by proactively implementing transfers across business sectors to give people experience in a diverse range of businesses. The overseas expansion of the Homes business is a prime example of the cultivation of human resources with experience of a variety of businesses leading to business expansion. The Homes business swiftly expanded overseas by making use of human resources with extensive experience in overseas expansion and M&A know-how from the Health Care sector. The growth of its overseas business has improved the performance of the Homes business, raising its ability to generate cash. Transferring human resources across business sectors truly enables us to maximize our abundant intangible assets, such as diverse businesses and technologies, which are strengths of the Asahi Kasei Group. We will further promote this measure going forward.

In fiscal 2022, we introduced Career Management Place (CaMP) to promote the visualization of human resources. This system digitalizes and centrally manages a range of information, such as the career approaches, specializations, and experience of employees. We will accelerate co-creativity by consolidating necessary human resource information to support growth effectively, such as the appropriate allocation of human resources, and their cultivation.

### Promoting Overseas Human Resources

As the proportion of overseas sales has risen, the percentage of overseas employees increased to over 40% as of March 31, 2023. We are expanding the promotion of non-Japanese and locally hired human resources to major positions at overseas sites and cultivating the most talented individuals into human resources who contribute not only to their respective businesses but also the Asahi Kasei Group as a whole. As one example, we arranged for discussions on the Asahi Kasei Group's vision for 2030 between the next generation of leaders from the U.S., Europe, China, and Japan when considering the MTP to begin in fiscal 2022. An opinion offered during the discussions became the basis for “Be a Trailblazer,” the concept for the MTP. We are also proactively promoting talented human resources who became Asahi Kasei Group employees through overseas M&A to the position of Executive Officer, advancing their participation in group-wide management. As of March 31, 2023, Asahi Kasei Corporation had seven non-Japanese Executive Officers.



#### Comments from an Overseas Employee

“ My transfer from Crystal IS (which joined the Asahi Kasei Group in fiscal 2011) to Corporate Venture Capital symbolizes the bold spirit of Asahi Kasei. I am committed to using the expertise I have developed and the Group's network to contribute to the transformation of Asahi Kasei's business portfolio and the achievement of “Be A Trailblazer.” ”



Jeff Chen

Corporate Venture Capital, Asahi Kasei America, Inc.

## Health and Productivity Management



The Asahi Kasei Group works to develop dynamic human resources and workplaces based on the well being of employees and their families

### Masatsugu Kawase

Director, Senior Executive Officer  
Chief Health and Productivity Officer

In fiscal 2020, the Asahi Kasei Group issued a Statement on Management for Health, indicating its conviction that maintaining and promoting the physical and mental health of employees and their families is an important management task. In fiscal 2021, we began developing a framework to facilitate the integrated group-wide promotion of health and productivity management to create an environment that empowers employees to play an active role in good mental and physical health.

Today, amid rapidly changing work conditions, including the rise of telecommuting, the number of people on leave of absence for mental health purposes is increasing in society as a whole. Asahi Kasei views measures to improve mental health as a priority task in health and productivity management. Based on this view, we have established the percentage of employees on leave of absence for mental health purposes as one factor in determining Director remuneration. Maintaining and improving the physical and mental health of employees raises productivity and invigorates our organizations, which leads to improved corporate value.

Human resources are everything when it comes to the sustainable improvement of corporate value. With this in mind, we will strengthen our support for not only our employees but also their families, to alleviate any anxieties and burdens in relation to their well-being or in their personal lives, with the aim of creating an environment that allows all employees to work enthusiastically in good physical and mental health.

### Overview of Health and Productivity Management Initiatives

Contributing to sustainable society and sustainable growth of corporate value



Maintaining and promoting the physical and mental health of employees and their families

### Selected as a “White 500” Enterprise

The Asahi Kasei Group proactively promotes various measures and activities focused on mental health, serious lifestyle-related illnesses, cancer, smoking, and sleep to support the success and growth of each individual, foster greater working satisfaction and fulfillment, and create a vibrant and strong organizational climate.

In recognition of such initiatives, in fiscal 2022 Asahi Kasei was selected as a “White 500”<sup>1</sup> enterprise for the first time under the 2023 Certified Health & Productivity Management Outstanding Organization Recognition Program.

<sup>1</sup> The Certified Health & Productivity Management Outstanding Organization Recognition Program honors companies and other organizations practicing exceptional health and productivity management based on their initiatives addressing community health-related issues and efforts implementing the health promotion efforts of the Nippon Kenko Kaigi. The top 500 companies in the large enterprise category are selected as “White 500” enterprises.



### Health and Productivity Management Targets

Asahi Kasei revitalizes individuals and organizations while striving to reduce the number of employee absence days. Efforts to increase the quality and quantity of sleep—cited as an important indicator from the perspective of raising productivity—are a distinctive feature of our targets.

#### Company-wide KPIs and Targets

KPIs	Results				Targets	
	2019	2020	2021	2022	2023	2024
Percentage of employees on leave of absence for mental health purposes	0.91	0.98	1.00	1.07	0.80	0.64
Percentage of employees with serious lifestyle-related illnesses	11.0	11.0	10.7	10.7	8.9	7.7
Percentage of employees affected by metabolic syndrome	11.1	11.4	11.1	10.7	8.9	7.8
Number of days absent by employees due to cancer-related illnesses	79.2	68.1	87.5	88.6	67.3	67.3
Percentage of employees affected by smoking habits	25.8	24.7	23.5	22.5	18.5	15.5
Percentage of employees affected by insufficient rest from sleep	32.4	28.5	27.2	28.0	24.2	22.7

## Priority Measures

### Measures to improve mental health

In addition to care by line managers as has long been implemented, Asahi Kasei conducts and strengthens training in relation to mental health to promote understanding of strategies for coping with stress and mental health issues. In May 2023, we conducted mental health self-care education for all employees to enable them to quickly identify and address personal concerns regarding stress and mental health.

In fiscal 2020, the Asahi Kasei Group began conducting KSA surveys (engagement surveys assessing employee empowerment and growth), which allow for the analysis and visualization of work engagement among employees in terms of enthusiasm, immersion, and vitality. We conduct surveys each July in conjunction with stress checks. Currently, we are working to improve work engagement in various ways to further revitalize individuals and organizations. These include ensuring that each workplace comprehensively uses the analysis results of both surveys to promote communication among employees.

### Measures to address lifestyle-related illnesses

#### Specific health guidance and the Slim Up Challenge

Asahi Kasei promotes measures to prevent and address lifestyle-related illnesses among its employees. Since fiscal 2022, we have stipulated that employees diagnosed with metabolic syndrome must, as a general rule, undergo specific health guidance. We also offer the Slim Up Challenge as a program for those at risk of metabolic syndrome.



Yoga class for employees

#### Creating opportunities for exercise

In addition to walking events and other activities, each manufacturing site hosts meetings to help assess the physical stamina of employees and arranges events to monitor changes over the years. Asahi Kasei also creates fitness opportunities by posting videos to its employee website with exercises that can be practiced in any location by anyone.

## Cancer

### Conducting company-wide e-learning on cancer prevention and support for work-treatment balance

Asahi Kasei holds company-wide, simultaneous e-learning to encourage employees to acquire a correct understanding of cancer, improve their lifestyles to prevent cancer, and increase the cancer screening rate to facilitate early detection and early treatment.

### Encouraging employees to undergo cancer screening

We offer financial assistance to encourage employees to undergo cancer screening in regular medical checkups and health screening. Aside from this assistance, we have a program providing support for treatment when employees develop cancer and an internal program to help them on their return to work. Awareness of these programs among employees is promoted.

In recognition of such initiatives, in fiscal 2022 Asahi Kasei received the Silver Award in the Cancer Ally Awards 2022.



## Smoking

### Group no-smoking policy

The Asahi Kasei Group has set forth a basic approach of supporting efforts to quit smoking habits and protecting employees from unwanted exposure to secondhand smoke. Under this basic approach, we will gradually transition from a total ban on smoking during work hours (working toward a target to remove indoor smoking areas) in April 2024 to a total ban on smoking within company premises and during banquets in April 2025. In addition to traditional no-smoking challenge projects arranged by our health insurance association, we hold seminars and other events on quitting smoking habits and support the efforts of employees to stop smoking.

## Sleep

We conducted a questionnaire on sleep with the goal of improving sleep quality and raising the productivity level of work and daily life. Following the questionnaire, we identified employees with severe insomnia and held a trial sleep improvement program for those who wished to take part. In light of the high level of satisfaction among participants and its effectiveness in improving sleep quality to a certain degree, we will operate the program on a group-wide basis going forward. In addition, we hold online seminars to increase literacy on sleep.

We are also studying the establishment of sub-KPIs that gauge the effectiveness of such measures for achieving the KPIs to verify whether they are functioning effectively.

### Medium- to Long-Term Approach for Fiscal 2025 and Beyond

