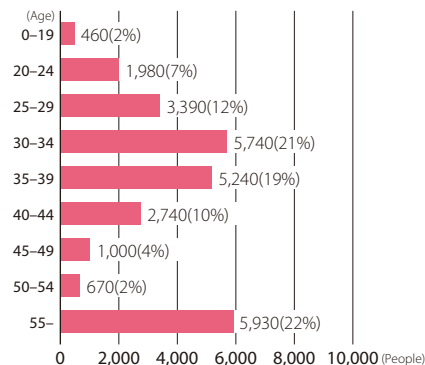


Data related to human resources and motivation (non-consolidated)

Employee composition by age (as of April 1, 2020)



Percentage of female workers (Indicating managers and executive separately)

Overall	
14%	
Managers	Executives
2%	4%
Include an external director	

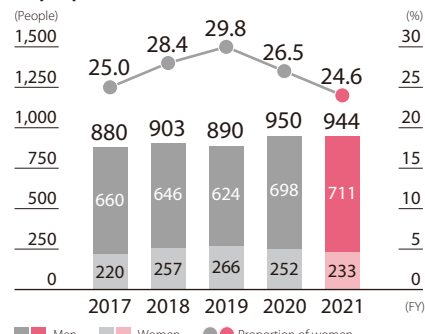
As of April 1, 2020

Percentage of people taking paid leave

Overall
91%

Average number of days used in FY2020: 18.2 of 20 days

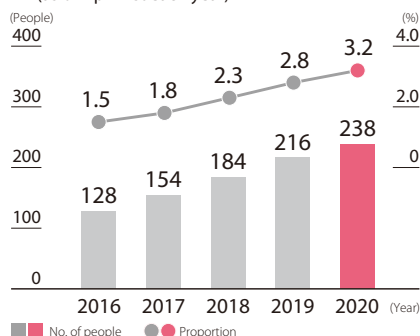
Number of hires by gender and changes in proportion of women hires*



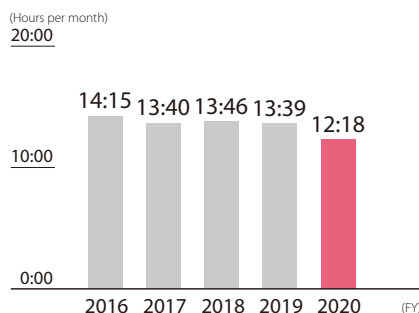
Legend: Men (Grey), Women (Pink), Proportion of women (Line with dots)

* Includes hiring of recent graduates (including those with some post-graduation work experience), hiring of employees who started out as contract employees, and hiring of experienced professionals

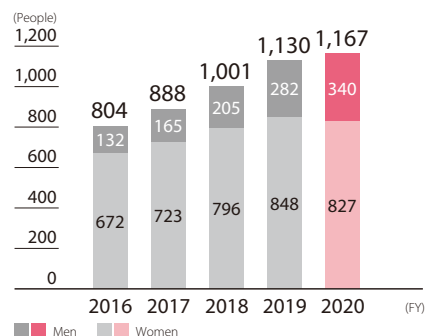
Number and proportion of female managers and supervisors (as of April 1st each year)



Average overtime hours



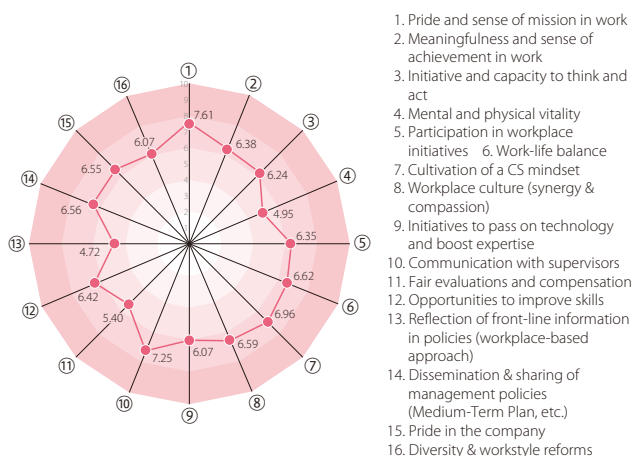
People taking childcare leave



FY2020 employee awareness survey

Since 2008, a survey of all employees has been carried out as one means of gauging the level of job satisfaction. Taking into consideration the results of the survey, we are working to create a company in which employees find job satisfaction and in which they take pride.

Data on the results of the survey is prepared for each organization, based on the circumstances of each organization, in order to encourage them to independently identify the issues and implement the necessary measures. This data is then fed back to each organization.



Note: The questions underwent a significant revision in the most recent survey, using an evaluation scale from 1 to 10.

External evaluation

Aiming to be a "business group with diversity as a weapon" as set out in our Vision for Human Resources Cultivation, we are working to build an environment, systems and culture in which a diversity of human resources can maximize their potential and flourish. This includes a scheme supporting a balance between work and childcare, as well as initiatives to improve understanding of sexual minorities including LGBT.

The main external awards and certifications we currently hold are shown below.



"Child-rearing Support Company"
(Ministry of Health, Labour and Welfare)



"New Diversity Management Company Selection 100"
(Ministry of Economy, Trade and Industry)



"PRIDE Index 2020", an index that assesses initiatives related to LGBT and other sexual minorities Highest "Gold" rating