

Human Resources Value Creation [▶ Social \(human resource initiatives\)](#) [▶ P61-64](#)

We will implement human resources investments and undertake system reforms with the aim of being a company that allows each employee to be aware of their own growth.

Policy	Strategy	FY2023 main initiatives
Strengthening of human resources development systems	Cultivation of future executive manager candidates, building of company-wide, integrated education framework, and fostering of a self-directed learning culture	<ul style="list-style-type: none"> • Launched strategic personnel changes • Established Career Planning Committee • Reviewed human resource development programs
Promotion of diversity, equity & inclusion	Fostering of workplace environments, systems, and culture that empowers individuals with diverse ways of thinking to demonstrate their capabilities	<ul style="list-style-type: none"> • Expanded recruitment portfolio • Held seminars to provide support for balancing work and childcare commitments
Health and productivity management and work style reform	Promotion of system reforms to create workplaces where employees will “want to come to work again tomorrow”	<ul style="list-style-type: none"> • Expanded shift breakers • Establishment of an Internal Recruitment System • Conducted third Employee Awareness Survey • Recognized as a Certified Health & Productivity Management Organization 2023 and part of the White 500

Management Value Creation [▶ Governance](#) [▶ P65-81](#)

From the perspective of sustainability management, we will work to strengthen the management foundations that are imperative for Denka's corporate survival.

Policy	Strategy	Previous main initiatives
Process reforms	Transformation of business model and organization, productivity improvements, and development of in-house digital workforce	<ul style="list-style-type: none"> • Process reform initiatives ▶ P39
Respect for human rights	Establishment of human rights policy and thorough respect for human rights based on the United Nations Guiding Principles on Business and Human Rights and the Global Compact	<ul style="list-style-type: none"> • Our view on human rights ▶ P74
Place the utmost priority on safety	Group-wide efforts toward essential safety, establishment of rules, and promotion of safe workplace environments	<ul style="list-style-type: none"> • Pipe burst accident at Omi Plant ▶ P6, 51 • Place the utmost priority on safety ▶ P52
Supply chain management	Sustained improvement of added value across entire supply chain	<ul style="list-style-type: none"> • Dialogue with stakeholders ▶ P82-84
Improving product safety and quality	Contribution to sustained growth of society and the environment through the provision of trusted products and services	<ul style="list-style-type: none"> • Preventing recurrence of quality irregularation ▶ P7, 53 • Quality Assurance Management ▶ P54
Enhancement of corporate governance	Building of highly sophisticated and effective corporate governance structure that ensures transparency and fairness based on high ethical standards	<ul style="list-style-type: none"> • Governance ▶ P68-73 • Risk management ▶ P76-78 • Internal control ▶ P79 • Denka Group's Compliance ▶ P80-81