

■ Approach and Goals for the Promotion of Core Talent and Ensuring Diversity

Musashi respects diversity and is committed to promoting fair and equitable recruitment and promotion of talent, regardless of gender, age, nationality, or disability.

Regarding the promotion of foreign nationals and women to managerial positions, the proportion of potential candidates within our total workforce is currently small, and thus we have not set numerical targets at this time. We will continue to strengthen our recruitment efforts to secure a larger pool of potential candidates and focus on talent development to drive these initiatives forward. Additionally, the proportion of mid-career hires in managerial positions within our company is approximately 53%, and we will continue to promote talent fairly and equitably based on their abilities, regardless of whether they were hired mid-career or not.

Furthermore, the Musashi Group employs approximately 13,000 people in 13 countries worldwide, in addition to Japan, and we will continue to secure diverse talent through local recruitment and promotion. The proportion of foreign nationals in top management positions at our overseas locations is 47%.

■ Facilities Considerate of Employee Diversity



Prayer Room

Communication and mutual understanding of members working together is essential for diverse cultural and religious values. A prayer room is now available in the head office for the employees who need religious care. We will continue to build an environment that positively recognizes diversity.

■ Initiatives to promote the advancement of women

By creating new connections among working mothers, we are exchanging various opinions about work and childcare. In the future, based on the opinions obtained through this initiative, we will work to create a more comfortable work environment for employees who are raising children.

In addition, as the number of female employees is gradually increasing, we have set up "women-only break rooms" that incorporate the viewpoint of women so that they can rest more comfortably in a male-dominated workplace.



Scenes from the Working Moms' Lunch Gathering



Lounge only for women