



# HUMAN RESOURCES STRATEGY

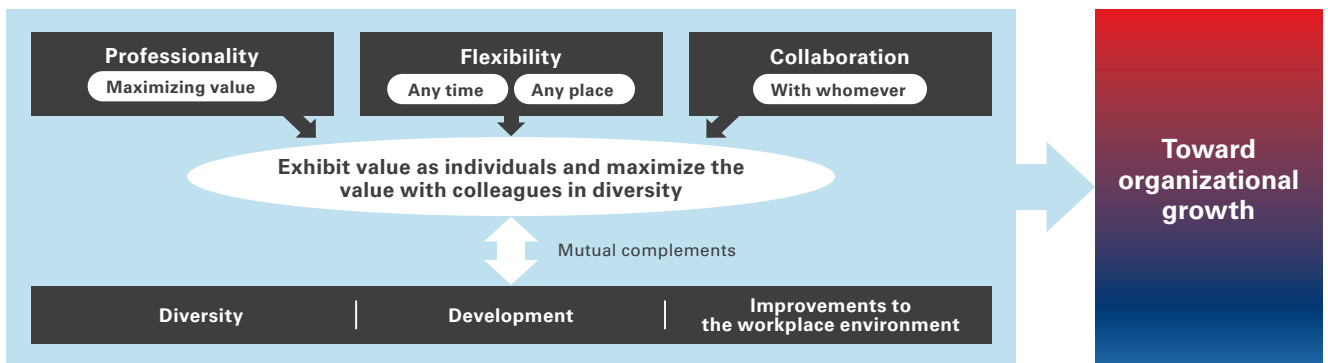
As its basic approach the INTAGE Group values people, and strives to be a company at which the individual qualities of each employee are respected, and where anyone can achieve success. In keeping with this approach, we pursue flexible workstyles that adapt to our ever-changing society. We aim to create opportunities for success and growth by having employees of diverse values and backgrounds understand one another, collaborate, and co-create.

## Approach to Human Resources

To achieve its Group vision of “Know today, Power tomorrow,” the INTAGE Group wishes for each employee to demonstrate their value as an individual. We emphasize employees maximizing their value together with their colleagues in a diverse environment, and foster a free and open corporate culture in which diversity is respected.

To achieve these aims, we aim to be a company at which

the individual qualities of each employee are respected, and where anyone can achieve success. In keeping with this approach, we pursue flexible workstyles that adapt to our ever-changing society. We aim to create opportunities for success and growth by having employees of diverse values and backgrounds understand one another, collaborate, and co-create.



### Diversity

The source of the services and added value provided by INTAGE Group lies in the value of people themselves. The aim of being a corporate group in which anyone can succeed means having employees with diverse backgrounds and strengths understand and respect one another, and we believe that diversity further enriches collaboration leading to Groupwide collaboration and co-creation while creating further opportunities for success and growth, by extension expanding the provision of value.

### Development

We have established wide-ranging opportunities for employees to advance on the strengths of their motivation and accomplishments irrespective of differences such as gender or nationality, and regardless of whether they are a new graduate or a mid-career hire. We will continue to expand these opportunities in the future. Moreover since we emphasize proactive growth opportunities, we aim to provide a wealth of opportunities for elective training and transfers. Through these opportunities, we help employees acquire highly specialized knowledge and skills and enhance their professionalism.

### Improvements to the workplace environment

To lay the foundations enabling teams and individual employees to demonstrate value by working in ways that are optimal for them and flourish in their jobs while experiencing job fulfillment, we continually review how our offices work and promote working styles that allow employees to choose where and when they work autonomously (hybrid work), such as remote work and full flex-time work. We

have also rolled out common communication infrastructure including chat and social media functions across the Group, enabling all Group company employees in Japan and overseas to seamlessly interact with one another. Through these improvements to the workplace environment we improve employee flexibility and facilitate cooperation and collaboration within the organization.

## Specific Initiatives

### Supporting the performance of persons with disabilities

The INTAGE Group values the individuality of employees with disabilities, and has established an environment for such women and men to demonstrate their ability and keep growing.

The Company has hired employees with intellectual disabilities since 2015. A team specifically for the employment of people with disabilities known as the “Dandies” provides office support functions such as inter-office mail and is also entrusted with individual tasks from Group companies covering an expanding range of responsibilities.



Dandies cafe service operated once a month at the Akihabara Office



Athlete employees (left: Haruka Kitaura, right: Masanori Orihashi)

Since 2019 the INTAGE Group has employed and supported the successes of two athletes with disabilities, Haruka Kitaura (wheelchair athletics; employee of INTAGE HOLDINGS) and Masanori Orihashi (deaf futsal; employee of INTAGE Healthcare).

With all employees inspiring each other, we will continue to strive to create a workplace where they respect their differences and improve each other.

### Ensuring diversity

We have established wide-ranging opportunities for employees to advance on the strengths of their motivation and accomplishments irrespective of differences such as gender or nationality, and regardless of whether they are a new graduate or a mid-career hire. We continually monitor our progress in this regard through various metrics, focusing on the state of activities promoting the active participation of women.

#### Status of activities promoting the active participation of women\*1 \*2

	2018	2019	2020	2021	2022	2023
Percentage of employees who are women (%)	49.3	50.0	49.4	50.8	51.0	51.3
Percentage of new graduate hires who are women (%)	51.9	46.4	49.2	51.9	57.1	50.0
Percentage of managers who are women (%)	22.7	23.0	23.3	24.7	25.6	27.3
Percentage of officers who are women (%)	14.0	14.8	15.6	14.6	14.1	16.5

\*1 Each figure is current as of the end of each fiscal year.

\*2 Companies subject to calculation up to FY2021 are INTAGE HOLDINGS Inc., INTAGE Inc., INTAGE RESEARCH Inc., INTAGE Healthcare Inc., INTAGE TECHNOSPHERE Inc. and INTAGE ASSOCIATES Inc. The companies covered by the calculation for FY2022 and beyond are domestic consolidated subsidiaries.

### Maintaining and advancing employee health

The Health Promotion Department of INTAGE ASSOCIATES, Inc. leads the health management of the INTAGE Group and conducts regular health examinations, interviews with industrial physicians, and stress checks. In addition, a “condition meter” to check the physical and mental status of group employees is regularly employed in cooperation with the Personnel Affairs Department. By monitoring this simple questionnaire on employees’ work conditions, job motivation, physical and psychological aspects, sleep conditions, and other factors, changes in the physical and mental health of employees can be speedily captured, leading to an appropriate response. Together with the Internal Marketing Research (IMR) employee survey, this is used to improve the quality of life (QOL) of employees and to create an environment where they can continue to work with peace of mind.



2024  
健康経営優良法人  
Health and productivity

INTAGE HOLDINGS Inc. and INTAGE ASSOCIATES Inc. have been certified as 2024 Outstanding Health & Productivity Management Organizations