

Performance Data

Social Data

Employees

► “Creating an Attractive Workplace” Based on the Status of Sustainability Targets

Human Capital

1. Ethics and Compliance

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Types and number of complaints made	Number of internal reports of incidents received	Cases	Group	12	28	21
Types and number of disciplinary actions	Number of unethical incidents	Cases	Group	5	14	9
Percentage of employees receiving ethics and compliance training *	%	System Corporation	90% or higher	90% or higher	90% or higher	

* Global compliance training is provided to all employees

2. Cost

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022
Total labor cost *	million yen	System Corporation	26,639	29,083	32,697

* Total cost allocated by the Company for the workforce (including employees, executives, and temporary employees)

3. Diversity

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Age	60 or older	%	System Corporation	5.6	6.0	6.8
	50 to 59	%	System Corporation	20.6	21.2	23.2
	40 to 49	%	System Corporation	34.4	32.9	31.9
	30 to 39	%	System Corporation	27.0	27.9	26.9
	20 to 29	%	System Corporation	12.5	11.9	11.1
	15 to 19	%	System Corporation	0.0	0.1	0.1
Gender	Percentage of female employees	%	System Corporation	41.7	41.7	42.2
People with disabilities	Percentage of employees with disabilities	%	Group companies in Japan	2.3	2.3	2.3
Function	Sales	%	System Corporation	14.8	14.5	13.3
	Service	%	System Corporation	7.4	7.2	6.9
	SCM	%	System Corporation	2.0	2.0	1.9
	R&D	%	System Corporation	33.7	34.3	32.7
	Business Development	%	System Corporation	11.1	10.0	8.3
	Corporate	%	System Corporation	12.7	12.0	11.1
	RA/QA	%	System Corporation	2.8	2.9	2.6
Nationality	Percentage of employees with foreign citizenship	%	System Corporation	15.6	17.1	23.2
Type of recruitment	Newly graduated recruits	%	System Corporation	3.5	3.3	2.8
	Mid-career hires	%	System Corporation	53.7	52.3	49.1
	Others (reemployed workers, employees on loan, employees whose status has been changed, and employees transferred to other Group companies)	%	System Corporation	35.0	36.8	37.7
	Percentage of female executives	%	System Corporation	11.3	10.9	13.2
Management diversity	Percentage of executives with foreign citizenship	%	System Corporation	4.3	8.7	8.3
	Percentage of executives who joined as mid-career hires	%	System Corporation	13.0	13.0	16.7
		%	System Corporation	47.8	52.2	54.2

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022		
Percentage of female/male new employees	Newly graduated recruits	Men	%	System Corporation	67.3	63.0	62.0
		Women	%	System Corporation	32.7	37.0	38.0
	Mid-career hires	Men	%	System Corporation	86.0	74.0	75.0
		Women	%	System Corporation	14.0	26.0	25.0
Female manager ratio *1	%	System Corporation	7.9	8.7	10.1		
Female next-generation manager rate *2	%	System Corporation	21.8	22.4	23.7		
Rate of mid-career hires in managerial posts	%	System Corporation	40.0	40.0	41.7		
Salary comparison between men and women *3	All employees	Total annual salary	%	System Corporation	54.7	54.8	56.2
	Regular employees (employees in managerial posts and general employees)	Total annual salary	%	System Corporation	69.5	71.4	72.1
		Total annual salary	%	System Corporation	40.2	37.0	39.6
	Nonregular employees (contract and part-time employees)	Total annual salary	%	System Corporation	40.2	37.0	39.6
		Total annual salary	%	System Corporation	40.2	37.0	39.6
	Employees in managerial posts	Base salary	%	System Corporation	95.7	97.7	94.9
		Total annual salary	%	System Corporation	95.6	95.8	93.1
General employees	Base salary	%	System Corporation	85.5	88.5	88.7	
	Total annual salary	%	System Corporation	76.3	79.5	80.1	

* 1 Ratio of women at director level or above

* 2 Ratio of women at subsection chief or leader level

* 3 Proportion of women's salary to men's salary

4. Leadership

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Confidence in leadership	Percentage of positive responses to confidence in leadership in the corporate culture survey *	%	System Corporation	54.0	57.0	58.0

* Percentage having a confidence score in executives and managerial posts of 4 or 5

5. Organizational Culture

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Engagement	Percentage of positive responses to engagement in the corporate culture survey *1	%	System Corporation	54.0	57.0	57.0
	Percentage of positive responses to the Sysmex Way in the corporate culture survey *2	%	System Corporation	71.0	68.0	69.0
	Percentage of positive responses to well-being in the corporate culture survey *3	%	System Corporation	53.0	56.0	56.0
	Corporate culture survey response rate	%	System Corporation	86.0	89.0	92.0
Promotion of diverse working styles and “smart work”	Percentage of employees returning after childcare leave	%	System Corporation	100.0	100.0	100.0
	Percentage of men taking childcare leave	%	System Corporation	33.0	57.1	62.0

* 1 Percentage having an engagement score of 4 or 5

* 2 Percentage having a Sysmex Way score of 4 or 5

* 3 Percentage having a well-being score of 4 or 5

6. Health, Safety, and Well-being

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Lost work day rate *1	—	System Corporation	0.06	0.05	0.06	
Lost-time injuries frequency rate *2	—	System Corporation	0.67	0.49	0.75	
Work-related deaths *3	people	System Corporation	0	0	0	
Work-related injuries and illnesses	people	System Corporation	2	4	5	
Participation rate in disaster drills	%	System Corporation	98.4	98.6	99.4	
Total annual working hours *4	hours	Japan	2,030	2,034	2,020	
Total workdays lost	days	System Corporation	336	326	377	
Total actual number of working hours	hours	System Corporation	5,987,268	6,125,461	6,624,722	
Employees taking childcare leaves	Women	people	System Corporation	32	36	31
	Men	people	System Corporation	27	36	49
Employees working shorter hours for childcare	Women	people	System Corporation	129	138	148
	Men	people	System Corporation	1	1	5
Percentage of employees returning after childcare leaves	Women	%	System Corporation	100.0	100.0	100.0
	Men	%	System Corporation	100.0	100.0	100.0

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022
Employees taking accumulated paid leave	people	System Corporation	84	106	123
Children in in-house daycare center	Total during year	people	17	25	21
	At fiscal year-end	people	17	25	19
Reemployment of personnel leaving for reasons of childcare or nursing care	New registrants	people	3	0	0
	Employees reemployed	people	0	0	1
Percentage of reemployment	%	System Corporation	0.0	0.0	0.0
Percentage of employees having regular health checkups	%	System Corporation	100.0	100.0	100.0
Percentage of employees having thorough examinations through regular health checkups (i.e., percentage of employees having secondary examinations)	%	System Corporation	25.5	39.1	39.4
Percentage of employees receiving specific health guidance (i.e., percentage of employees with high health risks receiving health guidance)	%	System Corporation	10.4	8.6	7.9
Percentage of employees taking sick leaves (mental or physical) ^{*5}	%	System Corporation	1.8	2.9	2.5

- ※ 1 Hours lost due to work-related accidents (lost work day rate) = (Total hours lost due to injuries and illnesses during the period/total working hours expected for the period) × 1,000 hours
 ※ 2 Incidence of work-related accidents (lost-time injuries frequency rate) = (number of work-related accidents during the period/total working hours of employees during the period) × 1 million hours
 ※ 3 Work-related death rate = (number of fatal work-related accidents/total number of employees) × 100
 ※ 4 Total annual hours worked per employee
 ※ 5 Excluding employees under maternity health management

7. Productivity

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
EBIT (Earnings Before Interest and Taxes), sales, and profit per employee	Value-added productivity per employee ^{*1}	million yen	System Corporation	22	25	28
EBIT, sales, and profit per employee	Sales per employee ^{*2}	million yen	System Corporation	52	60	58
	EBIT per employee ^{*3}	million yen	System Corporation	9	11	14
	Operating profit per employee ^{*5}	million yen	System Corporation	9	11	14
RoI of human capital	Added value	million yen	System Corporation	65,879	76,438	97,920
	Rate of increase or decrease in real human capital investment ^{*6}	%	System Corporation	2.0	1.1	4.7
	RoI of human capital ^{*7}	%	System Corporation	109.8	123.2	155.7

- ※ 1 Value-added productivity per employee = Added value/average number of employees
 *Systemex monitors value-added productivity to quantitatively track value created by human capital.
 ※ 2 Sales per employee = Sales/average number of employees during the period
 ※ 3 EBIT per employee = Current net income before tax + interest paid - interest received/average number of employees during the period
 ※ 4 Operating profit per employee = operating profit/average number of employees during the period
 ※ 5 Added value = Operating profit + total labor cost + depreciation
 ※ 6 Rate of increase or decrease in real human capital investment = rate of increase in employees × labor share
 *Systemex monitors the rate of increase or decrease in real human capital investment to track real investment in human capital to balance the number of employees and their pay.
 ※ 7 RoI of human capital = Operating profit/labor cost
 Labor cost = Prime cost + sales and administration cost

8. Employment, Transfer, and Turnover

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Average days necessary for employment	Average days necessary for employment of newly graduated recruits	days	System Corporation	32	32	38
	Average days necessary for employment of mid-career hires	days	System Corporation	—	—	161
Days necessary to fill important positions	days	System Corporation	—	0	0	
Percentage of internal appointments	Percentage of internal appointments ^{*1}	%	System Corporation	68.3	71.8	66.6
Percentage of internal appointments to important positions	Percentage of internal appointments to GG4 or higher positions ^{*2}	%	System Corporation	62.5	100.0	100.0
Turnover ratio	%	System Corporation	2.9	3.2	3.4	
Turnover	people	System Corporation	55	72	71	
Newly graduated recruits	Total	people	System Corporation	52	63	104
	Men	people	System Corporation	35	40	64
	Women	people	System Corporation	17	23	40
	Non-Japanese	people	System Corporation	3	8	13
Mid-career hires	Total	people	System Corporation	76	85	108
	Men	people	System Corporation	65	65	81
	Women	people	System Corporation	11	20	27
	Non-Japanese	people	System Corporation	7	5	1

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Promotions to regular employees	Total	people	System Corporation	21	33	31
	Contract employees	people	System Corporation	18	18	16
	Temporary employees	people	System Corporation	3	15	15
Number of interns accepted	Total	people	System Corporation	594	952	811
	Non-Japanese	people	System Corporation	0	0	5

- ※ 1 Proportion of internal appointments = (number of internally appointed employees/total number of appointed employees) × 100
 Internal appointments (number of transferred employees) = Number of transferred employees = Number of employees transferred between divisions + number of employees transferred between functions + total number of employees promoted and demoted
 *Counting employees internally transferred as appointments to necessary positions.
 Total number of appointments = number of transferred employees + number of mid-career hires + number of newly graduated recruits
 ※ 2 GG4 or higher positions: Global key positions
 (GG: Abbreviation for global grade, a globally unified grade)

9. Skills and Competence

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022	
Total human resources development and training cost	Total human resources development and training cost	million yen	System Corporation	161	202	266
	Training cost per employee	thousand yen	System Corporation	63	77	92

10. Workforce

Item	Unit	Scope	Fiscal 2020	Fiscal 2021	Fiscal 2022		
Total number of employees ^{*1}	people	System Corporation	2,740	2,804	3,168		
Total number of employees (full-time and part-time employees)	Full-time employees	people	System Corporation	2,419	2,493	2,822	
	Part-time employees	people	System Corporation	321	311	346	
Full-time equivalent (FTE)	FTE	System Corporation	2,674	2,750	3,079		
Average age	years old	System Corporation	41.9	41.7	42.3		
Average number of years of employment	years	System Corporation	13.0	12.6	12.6		
Average annual salary	thousand yen	System Corporation	7,390	8,355	8,432		
Number of Group employees	Japan	Men	people	—	2,180	2,220	2,323
		Women	people	—	1,646	1,668	1,750
		Total	people	—	3,826	3,888	4,073
	Americas	Men	people	—	769	846	934
		Women	people	—	488	495	574
		Total	people	—	1,257	1,341	1,508
	EMEA ^{*2}	Men	people	—	1,446	1,526	1,598
		Women	people	—	1,227	1,294	1,341
		Unaggregated	people	—	—	—	118
		Total	people	—	2,673	2,820	2,941
	China	Men	people	—	520	514	516
		Women	people	—	262	265	284
		Total	people	—	782	779	800
	Asia Pacific	Men	people	—	602	619	683
		Women	people	—	370	365	401
		Total	people	—	972	984	1,084
	Total	people	Total	9,510	9,812	10,522	
	Percentage of men and women in the Group	Japan	Men	%	—	57.0	57.1
Women			%	—	43.0	42.9	43.0
Americas		Men	%	—	61.2	63.1	61.9
		Women	%	—	38.8	36.9	38.1
EMEA ^{*3}		Men	%	—	54.1	54.1	54.3
		Women	%	—	45.9	45.9	45.6
China		Men	%	—	66.5	66.0	64.5
		Women	%	—	33.5	34.0	35.5
Asia Pacific		Men	%	—	61.9	62.9	63.0
		Women	%	—	38.1	37.1	37.0
Overseas employee ratio		%	Group	59.8	60.4	61.3	

- ※ 1 Excluding temporary employees
 ※ 2 The total of male and female employees may not equal the total number of employees because the number of employees by gender is based on the aggregation of employees who reported their gender.
 ※ 3 The total of the percentages of male and female employees may not equal 100% because the number of employees by gender is based on the aggregation of employees who reported their gender.