

● Materiality

Creating an Attractive Workplace

● Background

In recent years, the external environment has been changing rapidly, driven by factors such as the globalization of economic activity, the advancement of digitalization, and the decline in the working population. In the healthcare market, competition has also intensified with new entrants from other industries and the emergence of players different from those in the past. Sysmex believes that, in addition to acquiring and developing highly specialized talent, next-generation leaders, and diverse human resources, the continuous provision of an attractive workplace is a critical activity. These efforts not only contribute to the Company’s growth and the securing of competitive advantage, but also help raise overall social productivity and promote the realization of a more equitable society.

● Policies

Within the “Shared Values” of the Sysmex Way, Sysmex sets forth the following commitment to employees. “Ensure *anshin* by honoring a diversity of employees, respecting their personality, and providing a workplace where they can fulfill their potential. We value independence and a challenging spirit, provide employees with opportunities for self-fulfillment, growth, and reward for their accomplishments.”

Based on this policy, we provide educational programs designed to build business skills and career development paths tailored to each individual’s career stage.

At the same time, we promote diversity, equity, and inclusion, and introduce a range of systems to foster a corporate culture in which diverse human resources can feel globally connected and fully demonstrate their capabilities.

► [Policy on Creating an Attractive Workplace](#)

● Structure

Within the corporate management domain overseen by the Senior Executive Officer, Sysmex has established functions such as the diversity promotion function and the human resource development division, through which we are advancing initiatives to create an attractive workplace.

Society

Creating an Attractive Workplace

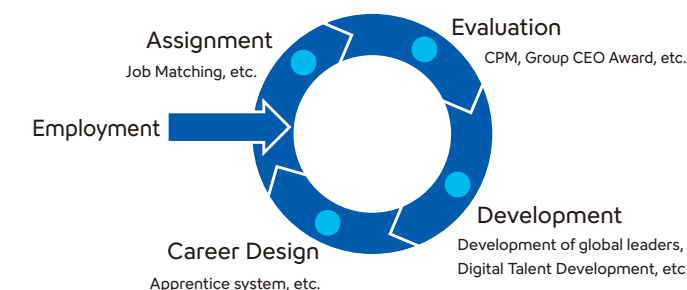
Development of Human Resources —Employee Journey—

Global HR Policy

Sysmex believes an environment in which every employee can develop a fulfilling career is essential to sustainably enhance its corporate value and create a highly engaged organization. An “employee journey” encompasses all stages of an employee’s career, from joining, retiring, or leaving Sysmex to building a second career. We help diverse individuals at Sysmex build their careers and learn continuously and independently.

To support a self-driven career, we have a job-based personnel system in place across the Group. We have implemented various measures in accordance with defined duties and personnel requirements. These human resource management activities follow our Global HR Policy as their fundamental principle.

► [Global HR Policy](#)



Diverse Talent Acquisition

Recognizing that innovation comes from diversity in talent, Sysmex Corporation hires people with different experiences and values. Under the slogan of “anywhere, anytime, and anyone,” we hire people throughout the year based on their character, regardless of nationality, race, gender, age, employment history, or disability.

Our recruitment is based on job type and position, allowing applicants to apply in accordance with their specializations or work preferences. We also monitor our efforts to hire job applicants directly from overseas universities¹ and set hiring targets by gender² to actively promote the recruitment of diverse individuals.

Hiring and developing human resources who support our growth strategy is an important aspect of our human capital strategy. We have been investing in human capital, maintaining a balance between the sustainable improvement of value-added productivity (15,042 yen per hour in fiscal 2024) and total labor cost.

*1 The proportion of employees with foreign citizenship, hired directly from overseas universities, among all new graduates hired: about 9.9% in fiscal 2024

*2 The proportion of female employees among all new graduates hired: 43.0% in fiscal 2024 and 40% as a target for fiscal 2025

Assignment According to the Needs of Employees and Teams

Sysmex Corporation determines departmental assignments based on matching the needs of the individual and the organization, supporting employees in their autonomous career development. A matching algorithm is used to determine the optimal divisions that new graduates should be assigned to, ensuring that both the new graduates desires and the requirements of the divisions are suitably considered. These initiatives yielded significant results in fiscal 2024. The three-year turnover rate for new graduates (the rate of employees resigning within three years of joining the company in fiscal 2021) was 16.7%. In addition, our voluntary turnover rate in fiscal 2024 was 1.8%, achieving our target of less than 3.0%.

Evaluations and Commendations to Encourage New Attempts and Recognize Achievements

At Sysmex Corporation, we have introduced an evaluation system incorporating the concept of continuous performance management (CPM) to achieve agile responses to changes in the internal and external environment in times of drastic transformation. This system encourages employees to take on challenges by flexibly reviewing their targets and actions in response to changes, without sticking to the original targets that they set at the beginning of the term. We evaluate them based on a point-addition system. It assesses not only

individual performance but also organizational culture, human resource development, and team performance, aiming to promote both employee contributions to our business and the growth of individuals and teams. Employees regularly have one-on-one meetings with their supervisors throughout the year. These meetings provide them with opportunities to discuss day-to-day operations and career development, as well as goal setting and evaluation. They assist with individual growth and build mutual trust. In our semiannual Corporate Culture Survey, we assess our employees’ level of confidence in leadership to develop future leaders and improve our organizational culture.

Additionally, our Group CEO Award is given to recognize divisions and teams. It annually honors individuals and teams that contribute significantly to the enhancement of corporate value and that address social issues by practicing the Sysmex Way, our Group corporate philosophy. In line with the establishment of our long-term corporate strategy VA33 and the refinement of our corporate philosophy, we launched the “Challenge & *Anshin* Award” in fiscal 2023. This award recognizes excellent contributions in five categories (IP·Idea, Eco-Social, Sales & service, Quality, and Operation). To motivate R&D engineers and heighten awareness of intellectual property, we have also introduced the Patent Grand Prize, the Patent Meister designation and the Filing Commemoration Prize.

Training Programs Tailored to Individuals

To respect diverse working styles and values, Sysmex Corporation offers a wide range of learning programs that help employees develop business skills and build career plans based on their aspirations.

Employees can even join some of the programs across national borders through the availability of online courses for learning from home. In fiscal 2024, all employees participated in one of these conducted training programs. The benefits include the growth of individual employees and enhanced productivity through skill improvement and exchanges between participants, resulting in better mutual understanding and cross-functional networks. (Investment in training in fiscal 2024: 82,400 yen per employee.)

Our Corporate Culture Survey indicates that most of the employees support these training programs; 68% of them provided positive responses, noting that they were offered opportunities for growth through such programs. Sysmex Corporation also supports continuous learning by employees of all ages and ranks. Our “smart work” system, intended to facilitate diverse working styles, encourages employees to spend 15 minutes of their daily working hours on self-study. During fiscal 2024, our employees spent an average of 53.4 hours on learning.

► Promotion of Diverse Working Styles and “Smart Work”

Development of Next-Generation Leaders

Developing next-generation leaders is crucial to Sysmex’s human capital strategy for enhancing sustainable corporate value. Upon joining the company or being newly appointed to a position, employees are supported in making an early impact through on-boarding training*. Since the introduction of a job-based personnel system, we have conducted talent reviews to measure differences between the desired and actual roles of each position. We have also regularly monitored the sufficiency of our talent pool and the availability of successors for senior positions.

For the candidates chosen as successors, we formulate development plans to address individual issues and offer necessary leadership development programs. Among these programs, a selective leadership program for employees with the status of being “ready to be a successor” provides them with opportunities to think from a leader’s perspective, facilitating their promotion to higher positions. In fiscal 2024, on-board training was undertaken by a total of 611 employees, while selective training (for candidates chosen as successors) was undertaken by a total of 163 employees.

Additionally, we conduct cross-regional and cross-border training programs aimed at developing global leaders.

* This program aims to promote understanding of the Company among newly joined employees, including recent graduates and mid-career hires, and to support their development into valuable contributors from an early stage.



Global on-boarding Training

Career Design

Sysmex supports autonomous career design as an opportunity for employees to broaden their new career possibilities. For example, we offer career design programs that help employees review their skills and values based on their career stage and past work experience.

To support employees who wish to change their career path, our apprentice system provides a trial period during which they can work in the new role and team, allowing us to assess their suitability before making a formal assignment. Furthermore, by introducing the job-based personnel system to the Group’s affiliated companies, it is now possible to compare employees’ responsibilities and skill levels across divisions or Group companies based on common grades. Matching employees’ preferred locations and areas of expertise with suitable roles has effectively helped them not only in the phase of career exploration, independence, and establishment but also in building their second careers through reskilling efforts and work experience.

Development of Digital Human Resources (Cross-Reskilling)

Since fiscal 2023, Sysmex has been offering a digital human resource development program to support the improvement of digital literacy among employees. These programs define types of digital human resources and level hierarchy for Sysmex based on the digital skill standards (DSS) created by the Ministry of Economy, Trade and Industry and the Information-technology Promotion Agency (IPA). It provides development programs suitable for each combination. In addition, we put forward the idea of cross-reskilling (“experience and knowledge cultivated to date” x “digital technology and knowledge”) and have increased opportunities and options for employees to be widely active in corporate activities. Furthermore, we aim to achieve specific results in active work beyond learning, such as problem-solving, social contribution, and the like.

One of the features of this program is the introduction of a digital human resource type called “Digital Rookie,” which enables employees to begin broadly learning digital literacy without being restricted to a specific classification. In addition, a framework has been established that allows employees to select a digital human resource type aligned with their preferences and skills, enabling them to leverage their individual expertise. Furthermore, we have created a community in which employees can teach and support one another, and we are working to foster a culture of mutual learning aimed at improving digital literacy and skills. As of fiscal 2024, a cumulative total of approximately 5,000 employees have participated in the Digital Human Resource Development Program. By level, approximately 500 employees have acquired internal certification at the beginner level, and more than 190 at the intermediate level. We are also actively developing citizen developers*, and to date, approximately 180 applications have been created that contribute to the creation of customer value and the improvement of operational productivity.

In addition, since fiscal 2023, we have launched the AI human resources development program in collaboration with the Human Resource Association of Mathematics. Under the guidance and mentorship of university professors and data scientists, the program aims to equip employees with the ability to develop practical AI models and to enhance their project execution capabilities.

Sysmex is developing an environment in which employees who have learned digital literacy and employees with advanced expertise have a common language, and digital transformation (DX) initiatives are spontaneously undertaken.

* Citizen development refers to initiatives in which employees in business divisions who are not IT specialists develop their own operational applications using low-code or no-code tools, thereby promoting digital transformation (DX) in a frontline-driven manner. These developers are referred to as citizen developers.

► Human Resource Association of Mathematics (HRAM)

Training for Research and Development Personnel

Sysmex has hosted the Sysmex Innovation Forum for research and development personnel for more than 40 years. This forum aims to share the results of advanced R&D activities and foster creativity with more than 1,000 participants from around the world every year. This initiative supports our technology-oriented technology base and drives new product development to shape the evolution of healthcare.

In addition, as educational programs for R&D personnel, we also provide a wide range of curricula, including specialized engineer education programs in which participants inherit our unique technology and acquire new technology, integral training so that participants can learn the essence of technology for coordinating diagnostic agents and detection devices, and educational programs in which participants study international standard project management methods, and the like. We are committed to the development of all R&D personnel. Furthermore, the R&D division also focuses on “organizational learning” to translate the growth of individual researchers and developers into organizational capabilities. By accumulating the knowledge and experience gained through R&D activities as organizational learning through regular dialogue and opportunities for information sharing, we are contributing to the continuous improvement and advancement of R&D activities.

Sysmex EMEA Campus

For all employees in the EMEA region*, Sysmex has established the EMEA Campus, a training space offering various online and offline training programs. The EMEA Campus plans lectures and workshops on various themes, including skills for general business and technical abilities, with the goal of developing future leaders, enhancing skills, and creating internal networks. For managers, “Ready to Lead,” a customized leadership training program, was set up to help them master team management skills. Other diverse programs are available on such subjects as human resource development, coaching, and reverse mentoring to support the acquisition of skills needed for leadership.



* EMEA: Europe, the Middle East, and Africa

Other Human Resource Development Programs

Company	Program/Measure	Objectives/Overview
Sysmex Corporation	“ <i>Monozukuri</i> ” Professional Training Activities	They promote the development of human resources for manufacturing as one of our production reforms. They provide training for new employees and develop human resources with the ability to guide the next generation of those engaged in <i>monozukuri</i> (manufacturing). Training offers necessary skills for those who will become multifunctional workers, as well as technical knowledge necessary for <i>monozukuri</i> .
	DX Literacy Education	It offers DX literacy training to develop skills to effectively use AI and other emerging technologies for the purpose of developing new ways to use data, increasing operational efficiency, and implementing innovations.
Sysmex America	Sysmex University	It is a training program for all employees in the United States, Canada, and Latin America that combines online and offline sessions. It offers courses focusing on wide-ranging subjects, including business skills (e.g., leadership skills and project management), specialized skills, and mentoring.
	Sysmex Managerial Excellence Development	It is a six-month training for selected personnel, including newly appointed managers. It aims to strengthen management skills by providing insight into the roles and responsibilities of Sysmex management.
	Leadership Circle	An intensive one-week training program for next-generation leaders.
Sysmex Europe	Sysmex Academy	It offers programs in which trainees acquire product-related and medical knowledge. It aims to increase trainees’ specialized knowledge and develop trainers for customer training.
Sysmex Shanghai	Sysmex Shanghai University	Online training is provided for all employees. The initiative started in fiscal 2019 to support professional employee growth.
Sysmex Asia Pacific	LinkedIn Learning	It offers around 100 online training courses using a social media platform (LinkedIn) for all employees. It is designed for trainees to acquire and improve skills such as management, leadership, critical thinking, business analysis, and data analysis.
	Sysmex Academy	It offers online programs in which trainees acquire medical and product-related knowledge.

Talent Management Utilizing Advanced Technology

Sysmex manages human resources information held by the entire Group in a centralized manner and works on promoting digital transformation (DX) and generating job satisfaction. To prevent information leakage, in addition to the data management feature of the system, we have established global data management rules to restrict access to data. This scheme ensures that we can use data securely and in a timely manner.

Specifically, we promote talent management by developing an environment in which employees can work flexibly in accordance with the nature of their work and their lifestyles (such as by introducing a remote work plan and providing online training), assisting their autonomous career formation through the utilization of matching algorithms, providing real-time feedback on employee engagement surveys, and utilizing other advanced technologies.

Sysmex Receives “Human Capital Management Excellence 2024 Gold Award” for its Commitment to Excellent Human Capital Management and Information Disclosure



Sysmex Corporation received “Human Capital Management Excellence 2024 Gold Award” at the “Human Capital Survey 2024*,” which was organized and implemented jointly by HR Technology Consortium, GIA., HR Research Institute, and MS&AD InterRisk Research & Consulting, Inc. We were highly evaluated for our initiatives to enhance corporate value through human capital management.

*Special website for Human Capital Leaders 2024: https://www.hrpro.co.jp/human_capital_survey/2024/

Society

Promotion of Diversity, Equity & Inclusion

Promotion of Diversity, Equity & Inclusion

Realizing a inclusive society where people can work while respecting diversity

Throughout the Sysmex Group, human resources are considered an important management resource for achieving sustainable growth. We strive to realize diversity, equity, and inclusion (DE&I), an approach that involves creating an inclusive working environment in which a wide variety of people can comfortably work and receive equal opportunities.

At Sysmex, we aim to create a workplace environment where everyone can work comfortably. In addition to disseminating information and promoting awareness related to diversity, we conduct internal opinion surveys to reflect the views of employees into the measures we implement. In fiscal 2024, we conducted unconscious bias training, seminars on balancing work with childcare and nursing care, and health seminars to support employee well-being. Beyond simply respecting and accepting diversity, it is essential to provide fair opportunities for all employees to succeed, foster an environment where individuals can make choices, and promote innovation through diverse perspectives—thereby creating an organization that is adaptable to change. To this end, we are working to become a company chosen by diverse talent through initiatives such as promoting gender equity to eliminate gender disparities, raising awareness of sexual minorities, and creating a workplace environment where people with disabilities and senior employees can work with peace of mind.

Supporting Women’s Advancement

Sysmex Corporation has worked to provide a comfortable working environment by establishing a system to support employees in pursuing their careers while raising children, among other supportive actions. We have formulated an “Action Plan (Integrating the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women’s Participation and Advancement in the Workplace),” and have set targets of increasing the ratio of women in management positions to 15% or more and reducing annual working hours to below 1,950 hours by fiscal 2029. Although the ratio of women in management positions in fiscal 2024 was 10.0%, falling short of the target, annual working hours declined steadily to 2,009 hours. In addition, we have set as KPIs the percentage of female managers, the percentage of next-generation female managers, and the rate of childcare leave taken by male employees. Our aim is to take into consideration both career formation and workstyle perspectives, thereby further promoting measures to encourage active female participation.

Our initiatives in fiscal 2024 included ongoing unconscious bias training, a training program to support career motivation, and a training program to promote understanding of the empowerment of women in the workplace for newly appointed managers.

In terms of remuneration, we are working to eliminate the pay gap between male and female employees by determining their pay based on their duties and roles under our Group-wide HR policy. Sysmex America conducts monitoring and external audits of employee categorization by both ethnicity and gender to ensure that there are no unfair pay gaps related to either.



Eruboshi certification is given to excellent companies based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. Sysmex received Level-3 certification, the highest grade.



Sysmex was designated a “Mimosa Company,” meaning a company promoting active female participation, under the certification system of Kobe, Hyogo Prefecture (fiscal 2022).

- ▶ [Action Plan \(Integrating the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women’s Participation and Advancement in the Workplace\) \(Sysmex Corporation\)](#)
- ▶ [Act on Promotion of Women’s Participation and Advancement in the Workplace \(Ministry of Health, Labour and Welfare\) \(Japanese\)](#)

Understanding of Sexual and Gender Minorities and Our Response

Sysmex incorporates a rainbow flag in the profile images of the official social media account for each Sysmex Group company during Pride Month in June to demonstrate the Group-wide understanding of and support for LGBTQ+¹ persons.

In fiscal 2020, Sysmex Corporation established a partnership registration system under which partners in same-sex relationships are recognized as spouses. The Company also announced its endorsement of “Business for Marriage Equality (BME)” to support the legalization of same-sex marriage (that is, marriage equality) in Japan. Since 2022, we have been involved in Tokyo Pride², the biggest LGBTQ+ event in Japan.

We have an intranet site dedicated to this topic to deepen understanding among employees by disseminating information to broaden their knowledge about sexual minorities. Employees can access e-learning materials and borrow an introductory textbook to learn how to improve the working environment in the context of SOGI³ and receive Ally stickers. Our other efforts include holding diversity roundtable discussions⁴ on the theme of “LGBTQ+ and Gender.”

Through these activities, in fiscal 2024, we earned the highest rating (Gold) in the “PRIDE Index 2024,” which evaluates companies and organizations based on their commitment to LGBTQ+ and other sexual minority issues for the third year in a row.



- *1 A general acronym whose letters refer to sexual minorities in terms of orientation/gender identification (lesbian, gay, bisexual, transgender, questioning/queer; with “+” representing other sexualities)
- *2 Name changed from “Tokyo Rainbow Pride” (effective from 2025)
- *3 Acronym for Sexual Orientation and Gender Identity
- *4 Roundtable discussions are held to exchange opinions on a wide range of topics, including work-life balance and cross-cultural understanding, as well as to provide opportunities for interdepartmental community building.

Promoting Employment of Veterans

Sysmex America is committed to promoting the employment of veterans. In recognition of its initiatives to recruit, employ, and support veterans in the workplace, the company received the HIRE Vets Gold Medallion Award from the U.S. Department of Labor for the third consecutive year in 2024. In 2025, it was also awarded a Four-Star rating in the VETS Indexes Employer Awards presented by VETS Indexes.

Creating an Inclusive Work Environment for People with Disabilities

At Sysmex, we are committed to fostering an environment in which individuals with disabilities can feel secure, demonstrate their abilities and skills, and grow alongside their colleagues. Our initiatives include providing opportunities to understand the characteristics of each individual’s disability, building support frameworks, and developing a workplace environment where all employees—regardless of disability—can work with peace of mind. We also promote employment in collaboration with universities and employment support organizations.

The employee retention rate at Sysmex Harmony, a special subsidiary*, stands at a high 97%. The company has been highly evaluated externally for its efforts to promote employee retention through assigning tasks suited to each individual’s abilities and maintaining close communication through regular meetings with supervisors.

Sysmex America and Sysmex Europe are also working to expand and stabilize employment for people with disabilities in collaboration with organizations that support their independence.

Going forward, Sysmex will continue to strengthen support measures such as expanding internship opportunities, with the aim of creating a safer, more inclusive, and comfortable workplace where all employees can benefit from long-term career continuity.

* A subsidiary that has been certified by the director of a Public Employment Security Office for special consideration in the employment of people with disabilities. Subsidiaries with labor regulations different from those of the parent company can give greater consideration to the work capabilities and labor conditions of people with disabilities in their labor regulations and workplace environment, which makes it easier to expand the range of job opportunities for such workers.

Support of Active Participation of Seniors

In March 2021, Sysmex Corporation raised the retirement age from 60 to 65* following the introduction of our job-based personnel system. As we have corrected the age-related treatment gap and promoted various working styles, senior employees can now work fewer hours and have side jobs. After retirement at 65, our employees are also entitled to work as senior contract employees until they turn 70.

We implement a Career Development Support Program as one of our efforts to assist senior employees in career development. This program is designed to provide basic knowledge and promote understanding of the views needed for career planning. It combines e-learning, group training, and individual consultation to support participants in their autonomous career planning and specific work behavior changes. Starting in fiscal year 2025, we have introduced a career design training program targeting mid-level general employees aged 49 to 51. This training includes a future-oriented money planning course, explanations of personnel systems, and career talks in a dialogue format with veteran employees. Additionally, it offers participants the opportunity to assess their skills and values, encouraging them to reflect on their unique working styles and contributions to the organization and society. The purpose of this training is to support career development during their active working years and to facilitate preparation for life planning after retirement as part of our Transition Program for Retiring and Terminated Employees.

* Employees can choose their retirement age between 60 and 65 in one-year increments.

Diversity Education

Sysmex Corporation publishes a monthly in-house magazine called the “Diversity Newsletter” to share information with employees and promote their understanding of diversity issues. We regularly hold diversity roundtables on themes such as gender, LGBTQ+, nursing care, support for the retention of people with disabilities, universal etiquette, mental health in the workplace, women’s health, wellbeing, and men taking childcare leave. We conduct unconscious bias e-learning to recognize and deal this issue. With regard to childcare, we particularly emphasize programs that encourage men’s involvement in parenting. Specifically, we organize a yearly seminar at which external male lecturers speak about the importance of paternal parenting and how to balance work and life. We also organize online lunch seminars on DE&I and male- and female-specific healthcare (including FemTech¹ and infertility treatment), featuring leading experts from various industries, and offer them to all employees².

Such diversity education is provided globally in line with the culture and characteristics of each region. In the EMEA region, we have conducted training to prevent discrimination and facilitate cross-cultural communication, considering local workplaces as characterized by employees who are diverse in terms of nationality, ethnicity, and culture.

*1 The term “FemTech” refers to products and services that use technology to solve health issues specific to women.

*2 Includes non-regular and part-time employees and others

Society

Increasing Engagement

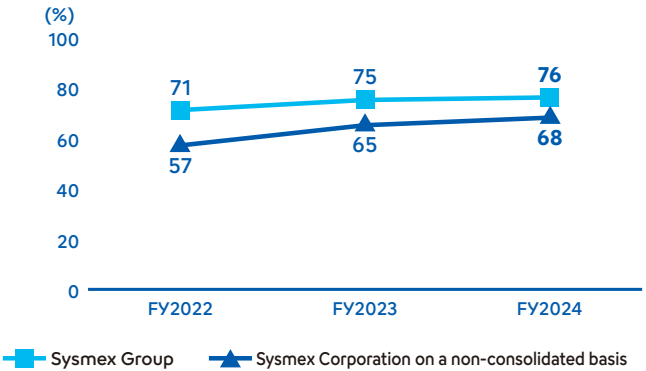
Setting Employee Engagement as an Important Indicator of Our Corporate Strategy

Every year, Sysmex conducts a Corporate Culture Survey of all employees across the Group. The survey found the Group’s engagement score for fiscal 2024 was 76%, achieving the sustainability target of 75% for the second consecutive year. Under our Long-Term Vision 2033, we have positioned employee engagement as a key indicator, with each Group employee taking pride and finding purpose in their work, thereby enhancing corporate value through strong alignment between the company and employees.

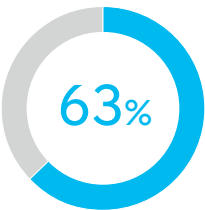
The engagement score of Sysmex Corporation for fiscal 2024 was 68%. In line with evolving social values and changing times, we also monitor the level of empathy with our corporate philosophy (70% in fiscal 2024) and well-being (59% in fiscal 2024) as part of our efforts to foster an organizational culture where every individual finds their work fulfilling. We have also introduced pulse surveys conducted in shorter intervals to understand the progress of measures and promote initiatives to incorporate employee input rapidly.

To promote in-house communication, we have introduced a web service called Sysmex Peer Bonus, through which employees can mutually send messages of gratitude, encouragement, greetings, etc., with tips and receive rewards in points. We strive to create an attractive workplace in which everyone can work comfortably, based on the concept of “making work more enjoyable.”

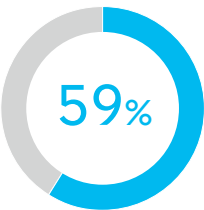
Engagement score



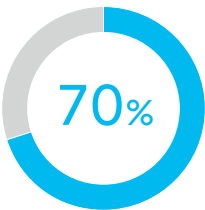
Confidence
in leadership



Wellbeing



Sysmex Way



*Percentage of positive responses in the FY2024 Sysmex Corporate Culture Survey

►Status of Sustainability Targets

Stakeholder's Voice

Sysmex is a silver partner sponsor of the Signature Pavilion “Future of Life” at Expo 2025 Osaka, Kansai, Japan, produced by Professor Hiroshi Ishiguro of The University of Osaka, a leading authority in robotics. Inspired by Professor Ishiguro’s wish for sponsoring companies to envision the future together, Sysmex joined this co-creation project to explore what society and life might look like 50 years from now.



Sysmex's EXPO Co-creation Project Member

Around 50 employees from across divisions, occupations, and generations voluntarily came together to launch the in-house project. After three years of dialogue and trial and error, they developed ideas for three products to support the future of life.

Click here for details:

► [Envisioning Healthcare for the Mind in 2025: A Sysmex Employee-led Story from Expo 2025](#)

Monitoring the Effects of Human Capital Investment

Sysmex aims to balance value-added productivity and employee engagement. As indicators of the effects of human capital investment, we set value-added productivity and employee engagement scores and monitor them continually.

The value-added productivity* per employee of Sysmex Corporation for fiscal 2024 reached a record high of 15,042 yen per hour, which demonstrates the effectiveness of our human capital investment. The return on human capital investment (operating profit divided by labor cost) also reached a record high of 173.1%. These results are accomplished as high levels of employee engagement are maintained and employees are willing to take on new tasks. Our action plans to foster an organizational culture that balances value-added productivity and employee engagement have been producing consistent outcomes.

* (Operating profit + labor cost + human capital depreciation)/working hours

Work-Life Balance Support Program

Joint Achievement of Comfortable Working and Productivity Enhancement

Sysmex Corporation has introduced a “smart work” system to respect the diversity of individual employees, as well as to respond to the “diverse and complex” business environment and realize productivity enhancement.

It adopts a hybrid workstyle combining onsite (office) and remote (from home, etc.) work. In addition, we promote time management to realize a strong work-life balance by allowing our employees to combine flextime, staggered office hours, and “stepping out from work” according to their business duties and individual lifestyles. We have also introduced an Activity Based Working (ABW) office model by incorporating digital technologies, web conferencing systems, and office furniture, along with layouts designed to facilitate communication through thoughtful consideration of people flow.



ABW office model (Solution Center)

► [Introducing the “Smart Work” System \(Sustainability Topics\)](#)

Promotion of Paid Leave Utilization and Employee Benefits Program

Sysmex Corporation uses various measures to encourage employees to take paid leave. They include the introduction of recommended dates for paid leave and a half-day paid leave system. Other measures include allowances paid under the “Cafeteria Plan*” (our welfare program) to employees who take consecutive paid leave days for travel, leisure, or courses at culture centers.

* The Company provides employees with cafeteria points every year. Employees can select and use the benefits they prefer from a menu of various benefits (childcare and nursing care support, health support, self-development, etc.) depending on their lifestyle and needs.

Supporting a Balance between Work and Child-Rearing

Sysmex Corporation has introduced several programs to provide family support, from prenatal care to child-rearing. These programs include leave for parenting, fertility treatment or morning sickness, a spouse’s childbirth, and the nursing of children. When childcare leave expires after an employee’s child turns two years of age, employees are entitled to reduced working hours and a work-from-home program until the child enters junior high school. We support employees returning to work after childcare leave, including with seminars before their return, as well as distribution of newsletters (including the Diversity Newsletter) to employees on childcare leave. Technopark, our R&D site, has an in-house daycare center called Sysmex Kids Park. It is also available for temporary use when employees’ spouses work part-time, children’s guardians are sick, or an employee is arranging a funeral. Through such support, we encourage all employees who desire to return to work after childcare leave to do so.



The “Sysmex Kids Park” in-house childcare center

In recognition of such initiatives, we have received next-generation support certification (with a logo nicknamed “Kurumin”*) as a “company that supports child-rearing” from the Ministry of Health, Labour and Welfare. In fiscal 2023, we were also selected as a “Next Nadeshiko: Companies Supporting Dual-career and Co-parenting” by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. This program recognizes companies that make particularly outstanding efforts to support dual-career and co-parenting.

* Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, companies that formulate business plans as general business operators, meet the targets designated by such plans, and satisfy certain standards may receive Kurumin certification as companies “that support child-rearing” from the Ministry of Health, Labour and Welfare.



The “Kurumin” next-generation support certification logo



Granted “Next Nadeshiko: Companies Supporting Dual-career and Co-parenting” awarded (fiscal 2023)

Encouraging Male Employees to Take Childcare Leave

Sysmex Corporation implements measures to increase the number of male employees taking childcare leave. These measures include the distribution of Dad’s Childcare Leave Guidebook and the organization of seminars for male employees and their supervisors, inviting external lecturers. At the seminar, lectures were given and opinions were exchanged about the importance of men being involved in parenting, work-life balance, and the essentials of childcare, in addition to appropriate support by supervisors to allow male employees to take childcare leave. As a result of these efforts, the percentage of fathers taking childcare leave was 62% in fiscal 2022, 61% in fiscal 2023, and 77% in fiscal 2024, meaning that we achieved our target of 60% for three consecutive years.



Stakeholder’s Voice

Mbogo Ivan, HUP Business Division

Men typically have fewer opportunities than women to connect with their children during pregnancy, so I saw paternity leave as a valuable time to begin building a strong relationship with my child. I took approximately two months of leave.

When I shared my intention to take paternity leave, my supervisor and colleagues recognized the importance of participating in childcare, offered their full support, and even provided helpful parenting advice.

One of the biggest benefits of taking paternity leave was that it allowed my partner to return to work. Having gained substantial experience in childcare and housework during my leave, my partner can now confidently leave household responsibilities to me when my partner is on business trips or unwell. Taking leave also helped me better understand the challenges women face, and it gave me a deeper sense of respect and appreciation. I am truly glad I made the decision to take paternity leave.



Systems to Support Work-Life Balance

Support for continued work and promotion of social contribution activities

Sysmex Corporation has introduced a program where employees can take up to 40 days of short-term nursing care leave and accumulated paid leave in half-day increments when they need to accompany family members who are hospitalized. We also have a work-at-home system that enables employees to care for their family members who require nursing care or other types of support. In addition, we have an income indemnity system for employees on nursing care leave lasting one month or longer and a program for re-employment of those whose careers have been interrupted by nursing care. In order to promote our nursing care systems, we hold seminars on nursing care every year to explain how to prepare when a family member requires care and to hear the experiences of the employees who have used the system.

In addition, we have a leave of absence and re-employment program designed to offer a wide range of opportunities for employees who leave our employment due to their spouses’ overseas assignments or for other personal reasons so that they can return to work. Volunteer leave and donor leave programs are also available as support systems intended to make it easier for employees to take leave for particular purposes.

Activities at Group Companies

Our Group companies also engage in various initiatives to provide a comfortable working environment.

The companies in the EMEA region¹ have all received the Great Place to Work² award for their excellent workplace environments and

employee satisfaction. At Sysmex UK, all managers have completed training on well-being so that emphasis is placed on the health of each and every employee and a positive work-life balance is ensured for all employees. Sysmex South Africa is expanding systems to support a balance between work and child-rearing. The efforts include the incorporation of a maternity policy into its human resources policies and a guarantee of four months of paid maternity leave. Additionally, Sysmex Spain and Sysmex Portugal have been selected by EI Mundo as two of the “100 Best Companies to Work For.”

- *1 Sysmex Europe : Sysmex Deutschland, Sysmex Belgium, Sysmex Netherland, Sysmex Turkey, Sysmex Austria, Sysmex UK, and Sysmex France
- *2 Rankings of companies announced by Great Place to Work (GPTW), a research institute that specializes in studies and analyses of corporate employee job satisfaction. GPTW publishes in influential media the names of companies and organizations in about 60 countries that have been judged to meet certain standards.



Great Place to Work Award Ceremony (Austria)



Other Activities at Group Companies

Company	Initiatives
Sysmex RA	<ul style="list-style-type: none"> Use of company-led nursery facilities Received the next-generation support certification logo (nicknamed “Kurumin”) as a “company that supports child-rearing” from the Ministry of Health, Labour and Welfare Certified as one of the “Excellent Corporations for Health Management” by the Ministry of Economy, Trade and Industry
Sysmex America	<ul style="list-style-type: none"> Introduction of a flextime system and work-at-home system Introduction of a childcare leave system exceeding statutory requirements (for both fathers and mothers) Introduction of a family support system (parenting support, family holiday, and allowances for use of external support systems when family members become ill)
Sysmex Europe	<ul style="list-style-type: none"> Introduction of a flextime system and work-at-home system Provision of onsite rooms for parents and children Introduction of a childcare leave system (for both fathers and mothers) Childcare support system (allowances for use of external support systems)
Sysmex Nederland	<ul style="list-style-type: none"> Installation of nursing rooms
Sysmex Shanghai	<ul style="list-style-type: none"> Introduction of a flextime system Introduction of various working arrangements in response to the COVID-19 pandemic
Sysmex Asia Pacific	<ul style="list-style-type: none"> Introduction of a flextime system and work-at-home system Childcare support system (childcare leave extension system, subsidies for medical insurance, and provision of scholarships) Introduction of a family care leave system for nursing and child care Medical insurance for all employees covering 37 diseases Introduction of a welfare system for contract employees Introduction of a volunteer leave system



Society

Promotion of Health and Occupational Safety

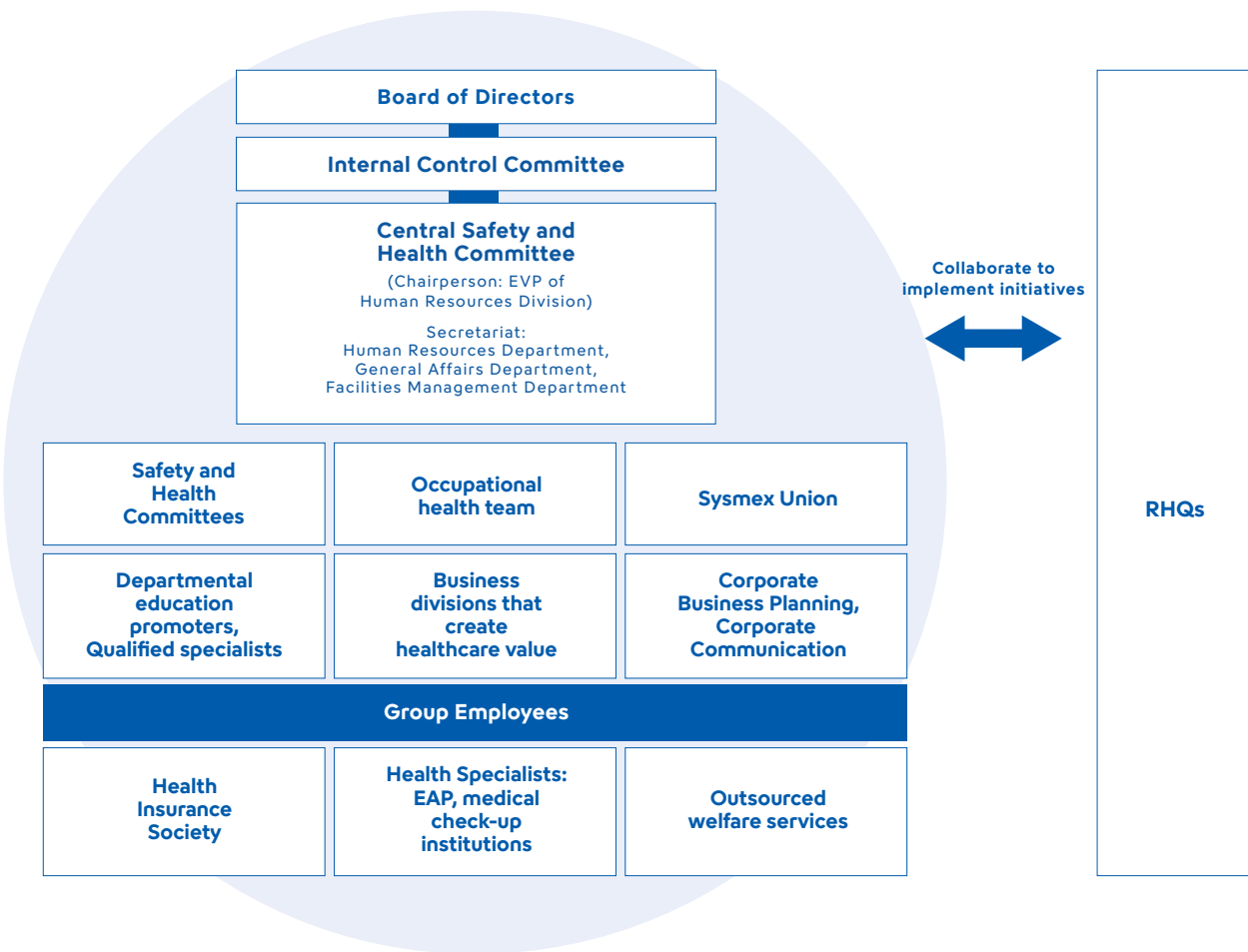
Occupational Health and Safety Policy

Sysmex Declaration of a Healthy Company and Strategy Map

Sysmex has been addressing “health management” as one of its key management issues to support employees, who are the foundation for practicing the Group’s corporate philosophy, in leading fulfilling lives both physically and mentally. In 2020, we announced the “Sysmex Declaration of a Healthy Company”, and in 2024, we formulated the Health Management Strategy Map. The strategy map identifies material issues related to health management and sets out corresponding action plans and performance indicators, reflecting our commitment to continuous investment in employee health and the ongoing enhancement of related initiatives. Led by the Central Health and Safety Committee, we promote activities aimed at improving the physical and mental health and the well-being of each individual across all Group employees. These efforts are carried out in collaboration with the Sysmex Union, external experts, and Group companies.

* The Sysmex Declaration of a Healthy Company and Health Management Strategy Map are approved by the President and CEO.

Health Management Promotion Structure Diagram



► [Sysmex Declaration of a Healthy Company](#)

Our Efforts towards Health Enhancement

Efforts towards Employees’ Health Enhancement

Sysmex Corporation provides regular medical checkups for its employees, together with complete physical examinations and health screenings for female-specific cancers. It also encourages each employee who has received thorough examination results to undergo a secondary examination¹ when necessary. Moreover, in addition to legally mandated semi-annual medical checkups, we provide our own biannual checkups that include tests for hepatitis B and C for employees engaging in work involving infectious substances. This is to ensure early detection and treatment of illnesses. Since fiscal 2023, Sysmex has strengthened its framework by increasing the number of healthcare staff. These enhancements, along with proactive health guidance, have contributed to improved medical examination rates.

Sysmex is registered as a partner company in the Ministry of Health, Labour and Welfare’s “Corporate Action to Promote Cancer Control” and “Know about Hepatitis Project.” We have also signed the “Agreement to Promote an Increase in the Rate of Cancer Screening” with Hyogo Prefecture and Kobe City. These are some of our activities to educate employees about diseases and increase the rate of employees taking medical checkups. As a measure against passive smoking, Sysmex removed smoking areas at business offices retained by its Group companies in Japan. We also provide allowances to cover services² for quitting tobacco use and attendance at smoking-cessation seminars.

As part of our ongoing commitment to supporting long-term employment, Sysmex offers flexible work arrangements for employees who require continuous or intermittent medical treatment. These measures include encouraging the use of the Smart Work System and temporarily easing restrictions on mobile work. Additionally, we have introduced a phased return-to-work program to help employees transition smoothly back into the workplace.

Furthermore, we conduct an annual health survey to gain insights into employee lifestyles and expand initiatives (work styles, welfare, etc.) tailored to employee needs and challenges. In fiscal 2024, we further enhanced our employee benefits program by adding new support measures, including subsidies for infertility treatment and the purchase of health-related equipment, as well as establishing external consultation services for employees and their families, including health consultations and referrals to medical institutions.

*1 Rate of undergoing secondary medical examination: 52.5% in fiscal 2024 (actual)

*2 Employees can select and apply for subsidies that cover expenses such as medical consultations, vaccinations, health-related seminars, fertility treatments, and the purchase of health-related equipment—including items to support telework environments and sleep improvement from the “Cafeteria Plan” welfare program.

- [Corporate Action for Cancer Screening \(Japanese\)](#)
- [Learn about the Hepatitis Project \(Japanese\)](#)



Initiatives to Solve Female-Specific Health Issues

To enhance employee well-being and address female-specific health and social issues through its products and services, Sysmex Corporation launched an inter-divisional FemTech working group in 2023. This working group aims to promote mutual understanding and active participation of diverse human resources, as well as to revitalize long-term in-house innovation by fostering understanding of the worries and concerns faced by different genders. In fiscal 2024, as part of an initiative to promote understanding of women’s health issues among all genders, we held a lecture and talk session featuring external experts, with approximately 400 employees participating. In addition, at our R&D site, Technopark, we hosted a menstrual pain simulation event, which was attended by approximately 80 participants of all genders.



Menstrual pain simulation event

Efforts to Ensure Employees’ Mental Health

Since 2009, Sysmex Corporation has conducted the “*Kokoro no* Health Check” once a year to assess employees’ mental health and identify any harassment-related issues, maintaining a response rate of over 95%. This enables us to track results over time and implement workplace improvements. We also provide channels for health consultation with industrial mental health physicians, public health nurses, and psychologists, together with an Employee Assistance Program (EAP) for mental health, to ensure that external professionals are available to our employees at any time.

In fiscal 2024, we held several seminars conducted by industrial physicians on themes such as mental health, women’s health, and improving sleep quality, to regularly raise employees’ awareness of health and well-being. We also provided management training for those in managerial positions to improve psychological safety in organizations. From fiscal 2023, we began offering training on “Workplace Psychological Safety and Individual Psychological Flexibility,” utilizing external consulting services mainly for production divisions, and have since expanded it to other departments.

Efforts for Active and Healthy Employee Lives

Sysmex Corporation has facilities to encourage employees to stay healthy. These include sports grounds, tennis courts, and a gymnasium with fitness equipment on the premises of our Solution Center, which provides customer service and support. It also holds events and seminars to raise employee awareness of physical health maintenance, offers a “Cafeteria Plan” welfare program, including health promotion schemes such as sports facility use allowances, and provides healthy menu options at employee cafeterias. At some offices without cafeterias, healthy canteen services, at which dishes made with additive-free domestic ingredients are sold, have been launched with the aim of refreshing employees and improving their eating habits. Moreover, we have organized initiatives such as walking events and consultation services for specific forms of health guidance during working hours in collaboration with our corporate health insurance society.



Tennis courts, gymnasium (Solution Center)

Implementation of Engagement Survey

We conduct well-being research in our annual engagement survey. More than 80% of employees* have given positive answers to the questions about “a safe workplace” for four consecutive years.

* Scope: Sysmex Corporation

Recognition as a Company that Excels in Health and Productivity Management

Sysmex Corporation undertakes a variety of initiatives for health and productivity management, and we have established a framework for our activities that includes Group companies in Japan. In recognition of these efforts, we were certified in March 2024 as a “KENKO investment for Health (White 500)” company under the Certified Health & Productivity Management Outstanding Organization as a “company that excels in health and productivity management.” This marks the ninth consecutive year that Sysmex has received this certification.



Other Activities at Group Companies

Company	Initiatives
Sysmex America	<ul style="list-style-type: none"> Installation of an in-house fitness room and provision of sports programs such as yoga and weight training Provision of fitness and health allowances Subsidies for health checkups and influenza vaccination costs
Sysmex Brazil	<ul style="list-style-type: none"> Corporate membership registration with a gym (available to employees and their dependents) Mental health support services (available to employees and their dependents)
Sysmex Europe	<ul style="list-style-type: none"> Installation of an in-house fitness room Provision of health management programs with guidance from sports and nutrition management professionals such as instructors, online sports programs including yoga, bike lease programs, and health check-ups Provision of stress management training Provision of counseling services for mental and social care from external experts Provision of free lunches and fruit at the in-house cafeteria
Jinan Sysmex	<ul style="list-style-type: none"> Installation of a table tennis exercise area within the office
Sysmex Shanghai	<ul style="list-style-type: none"> Introduction of equipment to reduce CO₂ and PM2.5 in the office
Sysmex Asia Pacific	<ul style="list-style-type: none"> Provision of sports programs, including yoga and health checkups Placement of indoor plants in the office Provision of free fruit at the in-house cafeteria

Framework and Promotion of Occupational Health and Safety

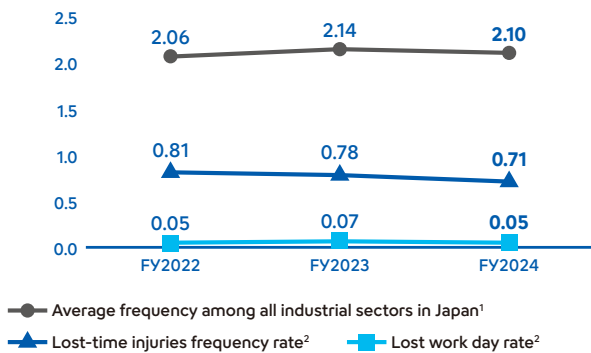
Framework for Promoting Occupational Health and Safety

Sysmex has established a Central Health and Safety Committee* for Group companies in Japan. The committee formulates policies and targets to reinforce and enhance occupational health and safety and health management promotion structure. In addition, we work together with the labor union to assess the safety management status of each office and consider any measures for improvement. We have enhanced the roles of industrial physicians, nurses, and psychologists, and are proactively carrying out health promotion, disease prevention, and health education activities in locations close to employees. We have also set targets for lost-time injury frequency rates and lost workday rates as sustainability targets. We report on the status of these initiatives to the Managing Board semiannually.

* The Central Health and Safety Committee consists of members, including the HR & General Affairs divisions, chairpersons of the Health and Safety Committees of various business offices and Group companies in Japan, persons recommended by the Sysmex Union, and industrial physicians and health nurses.

► Status of Sustainability Targets

Lost-Time Injuries Frequency Rate/Lost Work Day Rate



Note: Lost-time injuries frequency rate: number of employee deaths or injuries resulting from work-related accidents per million hours actually worked
Lost work day rate: number of days absent from work due to work-related injuries per 1,000 hours actually worked

- Source: “Survey on Industrial Accidents,” Ministry of Health, Labour and Welfare
- Target: Group companies in Japan

Initiatives for Occupational Health and Safety

Health and Safety Committee meetings are held regularly at each Sysmex business office, and preemptive measures are implemented from both short- and long-term perspectives based on a risk management concept, which includes eliminating risks identified through walk-around checks. In addition, the Central Health and Safety Committee, which monitors Sysmex Group companies in Japan, introduces measures and targets for health and safety and health management of domestic Group companies, monitors their progress, and deliberates on a variety of items ranging from measures against workplace risks and overwork to ensuring the safe handling of chemicals used in research. In the event of an industrial accident, the Health and Safety Committee of the relevant business office will deliberate on the causes of, and countermeasures against, the accident and report on such matters to the Central Health and Safety Committee. This body will share the reported contents within the entire Group with the objective of preventing a recurrence of the accident.

In addition, employees are given safety training on emergency and evacuation measures to be taken in the event of an accident or an employee suddenly falling ill, on handling potentially dangerous machinery and raw materials, and on safe driving. We hold comprehensive fire drills based on hypothetical large-scale disaster scenarios and conduct training on the use of automated external defibrillators (AEDs). We also offer courses to train citizen emergency medical technicians on a regular basis. We hold initial-response drills in the event of a disaster, such as quickly confirming and ensuring employee safety and sharing information on the damage status at business offices. We also conduct labor compliance training, provide guidance from industrial physicians on the importance of follow-up medical examinations, and carry out workplace patrols and improvement activities by employees.

Group companies also promote occupational health and safety management by carrying out workplace patrols and surveys, risk assessments, and training for emergency situations in accordance with the laws and regulations of specific regions and the characteristics of each facility. Sysmex Brazil has acquired ISO 45001 certification, the international standard for Occupational Health and Safety management systems.

Preventing Overwork

To prevent overwork, we focus on reducing long working hours, which can impair physical and mental health, in collaboration with the Sysmex Union. To manage working hours, we log employees' hours with IC cards that they use to enter and leave the office, as well as with the times when they start and shut down their computers. In addition to complying with relevant laws and regulations, we have established internal standards that are more rigorous than the guidelines issued by the Ministry of Health, Labour and Welfare. When an employee exceeds the specified limits set in accordance with internal standards, we communicate this fact to their superior and ask the employee to submit a self-health check form so that improvements can be made to their work situation. Employees are also offered opportunities to see industrial physicians when necessary. Time management training by external lecturers for executives is continuously conducted, and in fiscal 2024, we further enhanced awareness of the need to improve overwork by implementing e-learning for managers and promoting the concept of "Proactive Leave" through awareness posters.

The average total annual working hours per person for fiscal 2024 was 2,009 hours¹, a decrease of 1 hour from the previous fiscal year. Although there were factors contributing to an increase—such as more product renewal activity in the Sales departments, increased activities in the MR Division, and the renewal of the Company-wide core system—overtime hours have shown a declining trend. This is due in part to progress in addressing labor shortages through recruitment efforts and to more efficient workstyles resulting from the adoption of the value-added productivity indicator².

Sysmex will continue to proceed with appropriate personnel allocation through the strengthening of recruiting activities, proactively educating employees, and carrying out awareness-raising activities in alliance with the Sysmex Union, with the aim of reducing working hours.

*1 Full-time employees in Group companies in Japan

*2 $(\text{Operating profit} + \text{labor cost} + \text{depreciation}) / \text{working hours}$