Mitsubishi Research Institute Group

ESG Data Book 2025



Mitsubishi Research Institute

About this data book

- This is a compilation of ESG data from the Mitsubishi Research Institute (MRI) Group.
- Each data covers Mitsubishi Research Institute's consolidated subsidiaries.
- The definition of "data coverage" described for each data is as follows.

Symbols for the data coverage

Symbols	Data coverage
Group	Mitsubishi Research Institute Group (consolidated subsidiary) *1
MRI	MRI (not consolidated)

*1 May not include some consolidated subsidiaries (indicated by "＊")

Other symbols in the table

—	Not applicable
N/A	Data not available

- Unless otherwise noted, data is as of the end of September of each year.
- As an annual report, the data will be updated once a year in principle.
- This data book consists of the following
  1. Governance-related data
  2. Human capital-related data
  3. Occupational health and safety-related data
  4. Environment-related data
  5. Others

1. Governance-related data See P3

2. Human capital-related data See P4

3. Occupational health and safety-related data See P6

4. Environment-related data See P7

5. Others See P9

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1. Governance-related data

Board of Directors / Executive Officers

		unit	2023	2024	2025	coverage
Number of female directors of the Board		no. of person	1	2	2	MRI
	Rate of female	%	12.5	22.2	22.2	MRI
Non-Japanese directors of the Board		no. of person	0	0	0	MRI
	Rate of non-Japanese	%	0	0	0	MRI
Executive compensation amounts *1		millions of yen	254	372	364	MRI
Number of female executive officers		no. of person	0 (10)	2 (14)	2 (14)	MRI
Figures in () are the total number*2	Rate of female	%	0	14.3	14.3	MRI

*1 The above includes Members of the Board and Audit & Supervisory Board Member who retired at relevant fiscal year.
*2 Excluding executive officers concurrently serving as directors

Compliance-related data

	unit	2023	2024	2025	coverage
Number of whistleblowing and consultations	no. of reports	22	40	26	Group
Completion rate of compliance training *1	%	100	100	100	Group*
Number of serious non-compliance incidents *2	no. of cases	0	0	0	Group
Costs of fines and settlements related to corruption and bribery	thousand yen	0	0	0	Group
Number of personal data breaches*3	no. of cases	0	0	1	Group*
Number of serious failures of the group's products and operational services *4	no. of cases	0	0	0	Group

*1 Including management level. The training is conducted as an e-learning course and includes comprehensive anti-corruption and harassment-related content, such as an anti-bribery policy. (In addition, group discussions on case studies using actual cases as references are conducted separately from the training.)
*2 Number of cases (i) involving criminal penalties and (ii) other than (i) above, involving violations of laws and administrative penalties, and reported in the national media (including cases involving labor standards, bribery, discrimination and harassment)
*3 Number of reports to Personal Information Protection Commission, Japan
*4 Number of incidents publicly reported nationwide

Tax paid by region

		unit	2023	2024	2025	coverage
Tax paid by region *1		millions of yen	5,365	1,373	2,691	Group
	Japan	millions of yen	5,365	1,373	2,691	Group
	Others	millions of yen	0	0	0	Group

*1 Income taxes and other taxes paid as reported in the consolidated statements of cash flows

Political contribution

	unit	2023	2024	2025	coverage
Political contribution	millions of yen	0	0	0	Group

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2. Human capital-related data

Employee data

		unit	2023	2024	2025	coverage
Total number of employees		no. of person	4,428	4,573	4,695	Group
	Temporary or part-time employee	no. of person	409	428	445	Group
Number of employee (MRI) *1	(beginning of the FY)	no. of person	1,062	1,144	1,193	MRI
	(end of the FY)	no. of person	1,150	1,202	1,217	MRI
	Full-time employee female	no. of person	261	279	285	MRI
	Full-time employee male	no. of person	743	775	787	MRI
	Temporary or part-time employee female *2	no. of person	45	34	29	MRI
	Temporary or part-time employee male *2	no. of person	101	114	116	MRI
Average annual salary		thousand yen	11,038	10,805	10,817	MRI

*1 The breakdown of the number of persons is as of the end of the fiscal year.
*2 Including accepted loaned out employees

Hire and turn over

		unit	2023	2024	2025	coverage
Number of new graduate hires *1		no. of person	156	191	205	Group
	(breakdown) female	no. of person	50	54	64	Group
	Rate of female	%	32.0	28.3	31.2	Group
	(breakdown) male	no. of person	106	137	141	Group
	Rate of male	%	68.0	71.7	68.8	Group
Number of new graduate hires (MRI)		no. of person	59	69	69	MRI
	(breakdown) female	no. of person	17	18	20	MRI
	Rate of female	%	29.0	26.1	29.0	MRI
	(breakdown) male	no. of person	42	51	49	MRI
	Rate of male	%	71.0	73.9	71.0	MRI
Number of mid-career hires		no. of person	218	214	184	Group
Number of mid-career hires (MRI)		no. of person	73	60	41	MRI
	(breakdown) female	no. of person	12	19	5	MRI
	Rate of female	%	16.0	31.7	12.2	MRI
	(breakdown) male	no. of person	61	41	36	MRI
	Rate of male	%	84.0	68.3	87.8	MRI
Number of voluntary employee turn over		no. of person	N/A	168	192	Group
	Voluntary employee turn over rate *2	%	N/A	4.2	4.3	Group
Number of voluntary employee turn over (MRI)		no. of person	31	44	68	MRI
	Voluntary employee turn over rate *2	%	2.7	4.2	6.1	MRI
New graduate hires retention rate after 3 years		%	98.0	98.0	95.0	MRI

*1 In FY2023, some group subsidiaries are not included.
*2 Rate of turnover to full-time employees at the beginning of each fiscal year (rounded down to the second decimal place)

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Human resource development

	unit	2023	2024	2025	coverage
Number of career interviews conducted (total number of counts)	no. of interviews	203	107	72	MRI
Number of rotation program users (new users)	no. of users	12	12	7	MRI
Number of development skill support users (total number of uses)	no. of uses	425	391	433	MRI
Number of trainings attended by a person in a year *1	times /year	2.1	2.7	3.4	Group*
Human resource development hours per person (average) *1	hours /year	18.0	16.4	17.9	MRI
Total hours *2	hours /year	20,737	19,689	21,741	MRI
Number of hours of training program offered *3	hours /year	306.0	373.8	424.5	MRI

*1 Only training organized by the group is covered, excluding voluntarily training attended by individuals or organizations. Includes e-learning
*2 Total training hours attended by all employees during the year
*3 Total number of hours of training programs offered by the company per year

DE&I

	unit	2023	2024	2025	coverage
Rate of full-time female employees *1	%	30.6	31.6	31.7	Group
Rate of full-time female employees (MRI)	%	26.5	27.1	26.9	MRI
Female managers rate *1	%	13.5	15.0	16.7	Group
Female managers rate (MRI)	%	9.0	10.3	12.8	MRI
Number of employees with disability	no. of person	19	21	28	MRI
Rate of employees with disability	%	2.20	2.33	2.21	MRI
Number of foreign nationals employed (MRI)	no. of person	15	12	11	MRI
Rate of foreign nationals employed	%	1.3	1.0	0.9	MRI

*1 In FY2023, some group subsidiaries are not included.

Work-life balance

	unit	2023	2024	2025	coverage
Annual paid leave acquisition rate *1	%	59.0	67.4	65.9	Group
Annual paid leave acquisition rate (MRI)	%	56.0	56.5	55.3	MRI
Childcare leave acquisition rate (male) *1*4	%	51.7	50.9	82.7	Group
Childcare leave acquisition rate (male, MRI) *4	%	54.8	48.0	75.0	MRI
Childcare leave acquisition rate (female) *1*4	%	100	100	96.4	Group
Childcare leave acquisition rate (female, MRI) *4	%	100	100	90.0	MRI
Gender pay gap (gender rate of total salary) *2 (All employees)	%	77.5	79.8	82.9	MRI
Full-time employees	%	79.5	81.1	83.2	MRI
Temporary or part-time employee	%	64.1	64.7	67.1	MRI
Manager	%	99.6	96.2	97.0	MRI
Non management employees (leader)	%	91.4	93.4	93.3	MRI
Non management employees (general)	%	101.5	98.7	95.1	MRI
Non management employees (limited duty)	%	99.0	91.9	93.7	MRI
Number of users of remote location system	no. of person	25	26	35	MRI
Employee engagement score *3	-	74.7	72.1	73.4	Group*

*1 In FY2023, some group subsidiaries are not included.
*2 No gap for the same grade in the same position. Any differences are due to age structure, grade structure (figures are rates of female with male as 100%).
*3 FY2023 figure is for MRI.
*4 Includes a second leave of absence for the same child

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3. Occupational health and safety-related data

	unit	2023	2024	2025	coverage
Examination rate of regular medical examination *1	%	100	100	100	Group*
Response rate after regular medical examination *1	%	91.9	86.1	83.1	Group*
Rate of retests taken after regular medical examination	%	75.8	63.7	78.8	MRI
Number of employees on leave due to injury or illness	no. of person	5	6	7	MRI
Number of employees absent due to injury or illness	no. of person	4	4	0	MRI
Rate of employees maintaining an appropriate body weight	%	65.7	68.6	68.7	MRI
Smoking rate	%	9.2	9.3	9.6	MRI
Average overtime hours per employees per month	hours /month	17.3	13.8	13.8	MRI
Number of employees who worked more than 250 hours of overtime in a year	no. of person	70	28	37	MRI
Number of employee work-related deaths *1	no. of person	0	0	0	Group*
Number of work accidents *1*2	no. of accidents	3	10	11	Group*
Frequency Rate of Industrial Accidents *3	-	1.4	0	0	MRI
Stress check examination rate *1*4	%	92.3	92.4	90.8	Group*

*1 Additional eligible group subsidiaries are added in FY2024.
*2 Total number of accidents regardless of the number of days of absence
*3 Number of lost-time injuries / number of total working hours X 1 million hours
*4 Target changed from employees over 40 years old to all employees in FY2024 (Data prior to FY2023 also revised to all-employee based figures)

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4. Environment-related data

Environment-related data

			unit	2023	2024	2025	coverage
Greenhouse gas emissions (GHG) *1			t-CO_2e	7,686	84,953	87,691	Group*
	Scope1		t-CO_2e	40	36	116	Group
	Scope2 (Market-based)		t-CO_2e	7,646	5,881	5,857	Group
	Scope2 (Location-based)		t-CO_2e	9,865	9,348	9,085	Group*
	Scope3		t-CO_2e	N/A	79,036	81,718	Group*
		Category 1	t-CO_2e	N/A	59,137	62,240	Group*
		Category 2	t-CO_2e	N/A	11,976	11,156	Group*
		Category 3	t-CO_2e	N/A	2,605	2,612	Group*
		Category 4	t-CO_2e	N/A	123	132	Group*
		Category 5	t-CO_2e	N/A	432	309	Group*
		Category 6	t-CO_2e	N/A	3,842	4,333	Group*
		Category 7	t-CO_2e	N/A	921	937	Group*
	Scope1,2 emissions per net sales		t-CO_2e /mil. yen	0.063	0.051	0.049	Group
Electricity usage *2			MWh	18,732	17,761	17,805	Group
	Renewable energy usage rate		%	30.7	38.2	44.0	Group
	excluding usage for customers		MWh	2,338	2,234	1,950	Group*
Paper use (Group) *3			kg	23,544	29,783	26,682	Group*
	Recycled paper *4		kg	N/A	71,247	110,534	Group*
	Recycle rate *5		%	N/A	239	414	Group*
Paper use (MRI)			kg	11,322	11,706	11,122	MRI
	Recycled paper *4		kg	12,160	12,966	12,232	MRI
	Recycle rate *5		%	107	111	110	MRI
Energy consumption (cooling)			GJ	18,986	18,727	17,583	Group
Energy consumption (heat)			GJ	11,465	10,762	11,621	Group
Energy consumption (diesel)			L	14,540	13,030	42,160	Group
Clean water usage			m^3	93	64	59	MRI
Waste water *6			m^3	-	-	–	MRI
Water use *6			m^3	-	-	–	MRI
Waste disposal (total, including paper waste) *7			t	75	164	221	Group*
Waste disposal (excluding paper waste, Group)			t	N/A	92	110	Group*
	Recycled waste (Cardboard, bottles, cans, PET bottles)		t	N/A	18	16	Group*
	Recycle rate		%	N/A	19	15	Group*
Waste disposal (excluding paper waste, MRI)			t	23	22	23	MRI
	Recycled waste (Cardboard, bottles, cans, PET bottles)		t	7	7	8	MRI
	Recycle rate		%	32	31	34	MRI
ODS emissions			-	-	-	-	Group
NOx, Sox emissions			-	-	-	-	Group
Number of violations of environmental regulations			-	0	0	0	Group

*1 Since FY2022, we have obtained third-party certification for Scope 1 and Scope 2 (market-based). In addition, we began calculating Scope 3 in FY2024 and obtained third-party certification continuously.
*2 From FY2024, electricity consumption related to services provided by the Group to its customers (data center service, etc.) is included in the calculation.
*3 Expanded use of paper to be counted from FY2024
*4 Mass waste of documentation eligible for recycling treatment was added to the total from FY2024.
*5 Rate of the amount of paper recycled by the Group, including paper brought in from outside the Group, which may exceed 100%
*6 Reported as the same amount as clean water consumption
*7 Mass wastes (documents, office automation equipment) added from FY2024

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Solar power generation business in which our group participates

	unit	2023	2024	2025	coverage
Solar power generation *1	MWh	23,560	22,109	23,326	Group

*1 The calculation is based on the annual power generation output of the mega-solar power generation projects in which our group has invested (Kumamoto/Kumamoto Rinku Mega Solar, Hyogo/Taka-machi Yasudakyo Mega Solar, Fukushima/Namie-machi Yatsuda Area Mega Solar, Niigata/Agano City Mega Solar) multiplied by our investment ratio.

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5. Others

Labor union

		unit	2023	2024	2025	coverage
Number of labor union members *1		no. of person	570	626	645	MRI
	Rate of unionization *2	%	69.0	71.1	71.9	MRI

*1 Number of persons at the end of September of each fiscal year
*2 Rate as a percentage of eligible employees

Supplement - MRI supports and respects international norms on human rights, including the International Bill of Human Rights, The Ten Principles of the United Nations Global Compact, and the core labor standards* established by the International Labor Organization. MRI has a labor union, the Mitsubishi Research Institute Labor Union, which was formed in 1970. MRI maintains ongoing dialogue with the labor union on topics such as working hours, wages and other working conditions, evaluation systems, and measures to ensure health and welfare.
* The human rights in the core labor standards include support for and respect for the prohibition of child labor, the prohibition of forced labor, the elimination of discrimination, and recognition of the freedom of association and the right to collective bargaining.

Initiatives and organizations that MRI participates (as of September 30, 2025)

<Sustainability Management in General>
• UNGC : United Nations Global Compact
• Commitment to apply the UN Guiding Principles on Business and Human Rights
• Commitment to the Children's Rights and Business Principles
<Environment & Climate Change>
• JCI : Japan Climate Initiative
• TCFD: Task Force on Climate-related Financial Disclosures (includes management and participation in TCFD Consortium)
• GX League
（Note）The TCFD Consortium and the GX League will be integrated as the 'GX Future Consortium' starting in April 2026.
• Zero Emission Challenge, Keidanren (Japan Business Federation)
• Circular Partners
• Resource Recycling Council
• Japan Wind Power Association
<**Biodiversity**>
• TNFD : Taskforce on Nature-related Financial Disclosures (Includes participation in TNFD Forum)
• Keidanren (Japan Business Federation) Initiative for Biodiversity Conservation
<**Others**>
• Human Capital Management Consortium
• Social Impact Management Initiative
(Note) If there is a discrepancy between the policies of the industry associations and partners with which we have joined and the Group's sustainability management policy, including the Group's environmental policy, we will engage in dialogue with these associations and partners, propose a review, and if no improvement is expected, conduct a periodic review, including withdrawal from or termination of the partnership.

Corporate citizenship activities

		unit	2023	2024	2025	coverage
Cash contribution to NPO (Disaster relief funds only)		thousand yen	4,558	6,061	4,061	Group
Total cash contribution to NPO *1		thousand yen	18,968	23,305	28,126	MRI
	Disaster relief funds *2	thousand yen	3,558	5,061	4,061	MRI
	Education	thousand yen	10,986	13,994	11,244	MRI
	Arts and sciences	thousand yen	3,290	3,570	12,790	MRI
	Industrial development	thousand yen	1,000	0	0	MRI
	International cooperation	thousand yen	133	149	0	MRI
	Others*2	thousand yen	0	530	30	MRI

*1 Breakdown and totals may not match because amounts less than one thousand yen are rounded down.
*2 The donations related to medical care and welfare that had previously been classified as "Other" were reclassified as "Disaster relief funds" retroactively applied from fiscal year 2023 onward.

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