

Securing and developing a diverse array of human resources

► Diversity, Equity & Inclusion: The Advancement of Women Employees

Group Targets (KPIs)	FY2023 Results	FY2024 Plan	FY2025 Targets	FY2031 Targets
Ratio of women directors and women Audit & Supervisory Board members (Holding company)	13%	13%	20% or higher	30% or higher
Ratio of women in management positions (Holding company)	15%	18%	20%	30%

To achieve sustainable growth, the Nichirei Group will secure and develop diverse human resources while fostering an inclusive corporate culture in which everyone can make the most of their strengths.

Nichirei Logistics Group Initiatives

The Nichirei Logistics Group places the highest priority on diversity, equity and inclusion (DE&I) in order to innovate. Unconscious bias has a major impact on how DE&I is promoted, and many women themselves believe that their role is in the home and that the genders have differing abilities to perform work. While men currently dominate the logistics industry, the Diversity Promotion Department leads the implementation of measures for the advancement of women employees in the workplace, an issue that we will continue to address in promoting diversity.



Members of Nichirei Logistics Group's Diversity Promotion Department

Training for Women Who Are Managers or Above (from FY2022)

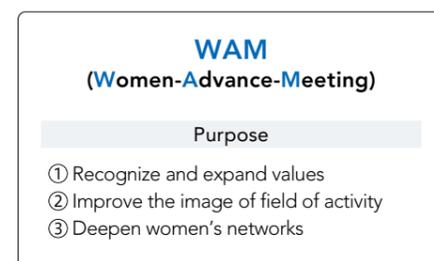
The results of a survey conducted by the Nichirei Logistics Group revealed that while men rarely have concerns after being promoted to a position, the majority of women harbor a degree of hesitation or concern. Less than one in four women surveyed viewed the increase in discretion as a result of being promoted to a higher position positively. Therefore, we have initiated training for women who have been promoted to provide them with insights about the mindset and work styles of managers. A key feature of this training is that the curriculum inculcates a mindset that enables supervisors to broaden the scope of their responsibilities. Because they take part in the program alongside trainees, supervisors are cultivated as division managers able to support the development of women managers.



* Planned for Eastern Japan; held voluntarily as a result of each operating company's diversity activities.

Women-Advance-Meeting (WAM; from FY2023)

Many people in the Nichirei Logistics Group have never seen women working in management positions at distribution centers and cannot imagine a woman having a management career. Therefore, we started conducting WAMs in FY2023 to provide an opportunity for our people to learn about women working as managers, and as an opportunity to build personal networks beyond the worksite. We hold five-person WAMs—comprising two managers and three regular employees—four times a year for 60 minutes each. They are a meaningful, pleasant forum for people to interact and think about their careers.



Nichirei Foods Initiatives

Nichirei Foods launched its Diversity Promotion Department in 2022, and is carrying out a variety of activities with the goal of creating an environment where diverse people can do work that is satisfying and allows them to demonstrate their unique skills.

In this context, we have positioned the advancement of women employees as an important issue for promoting diversity and inclusion. We are therefore implementing measures to help employees advance their careers while taking into account their individual life stages and values. These measures include providing opportunities for women to proactively think about their careers, creating networks among women employees, and enhancing welfare programs to support work-life balance.



Diversity Promotion Department, Nichirei Foods Inc. Kumiko Kubo (left), and Yurika Tsurutani (right)

Career Advancement Seminar for Women: Research & Development and Product Development Department



In March 2023, the Research & Development and Product Development Department held a seminar for their women employees in management positions, with the aim of nurturing women in management and resolving career concerns specific to their job types. The first half of the seminar featured a lecture by a woman director from outside the Group with a career in product development, and in the second half participants broke off into working groups to exchange opinions. Many participants indicated they were able to envision taking on challenges to advance their careers. They also indicated that they found the seminar's suggestions for solving problems and thinking positively from a woman's perspective very helpful for dispelling concerns about career building and embracing a growth mindset.

Initiatives in the N-win Project for Women Employees

The N-win Project launched in 2021 aims to improve the job satisfaction of Nichirei Foods' women employees. It involves conducting employee surveys and other initiatives that address feedback from the workplace obtained from the surveys. In FY2023, the project included a total of four roundtable discussions in which 69 women employees in their 20s participated.



Roundtable discussions	Total of four (Monthly from November 2022 to February 2023)
Participants	69 women employees in their 20s and their supervisors (Total of 77 people)
Panelists	16 people (Four people x four times); mainly people in their 30s from various occupations and areas



Executive Comments

Emi Kataoka
Managing Executive Officer
General Manager, Diversity
Promotion Department
Nichirei Foods Inc.

Nichirei Foods is responsible for the Group's processed food business, and it must respond quickly and flexibly to the ever-changing needs of society and customers. We must therefore leverage the unique perspectives and experiences of women to incorporate new ideas when developing and marketing products and services. The Diversity Promotion Department will provide diverse role models, career support, work-life balance support, and leadership development as it continues striving to foster a workplace culture in which women are healthy, lively and satisfied with their jobs.

▶ Health Management

<https://nichirei.disclosure.site/en/themes/184>

Since FY2016, the Nichirei Group has been promoting initiatives based on the concept that the health and wellbeing of employees is fundamental to increasing their work satisfaction. The maintenance and improvement of employee health has been set as a management issue, and the Nichirei Health Promotion Center plays a key role in our efforts.

The Nichirei Group Health Declaration

Creating Savory Moments.
With that core value deep in our hearts,
every single person who works at the Nichirei Group
will strive for good health maintenance.



Nichirei Health Promotion Center employees

Improving Employee Performance by Maintaining and Improving Health

We support good eating habits and health. As such, we promote measures that enable our employees to always work vigorously and in good physical and mental health, regardless of their age or gender. To reduce absenteeism and presenteeism we make enhancements to our occupational health systems, conduct health literacy education, and provide support for balancing medical treatment and work. In recognition of these efforts, we were chosen for inclusion in the 2023 Health and Productivity Stock Selection, and have also been recognized under the Certified Health and Productivity Management Organization Recognition Program in the large enterprise category for seven consecutive years.

	FY2023 Results	FY2025 Targets	FY2031 Targets
Absenteeism ¹	3.6 days	2.6 days	1.0 days
Presenteeism ²	79%	85%	90%

1. Lost workdays due to poor physical or mental health
2. Actual performance level, compared with normal performance level (set at 100%)

Physical Examinations and Follow-Up Measures

Since FY2019, we have achieved a 100% annual health checkup rate for our employees in Japan. In addition, with the aim of achieving zero deaths in service (while employed by the Company) we provide follow-up measures that include interviews and guidance from public health nurses via e-mail or other online tools, based on the judgment of an occupational physician. In particular, we are enhancing support for people with work restriction scores by requiring periodic treatment confirmation based on the revised employment regulations.

■ Regular Health Checkups by Overall Score (%) (Including Non-statutory Items)

Nichirei Group Health Criteria		FY2021	FY2022	FY2023	
	E Work restriction score	Immediate health checkup	2.1	1.8	1.8
	D High-risk cohort	Health checkup required	40.6	38.0	38.5
	C At-risk to medium-risk cohort	Follow-up observation	37.2	39.8	40.0
	B Healthy to at-risk cohort	Few findings, none material	15.5	15.9	15.3
	A Healthy cohort	No abnormalities	4.6	4.4	4.4
		Data as of December 31, 2020, n=6,010	Data as of December 31, 2021, n=6,123	Data as of December 31, 2022, n=6,339	
Health checkup recommended for those who scored D or higher according to Nichirei criteria		Regular follow-up by occupational health staff for those who scored E (work restriction score)		Individual treatment based on instructions from an occupational physician	

Mental Health

Rapid change in the workplace environment in recent years has increased the chance that managers will be faced with employees' mental health issues. Responding to this situation, the Nichirei Group renewed its mental health education program in FY2024.

Theme: Improvement of mental health-related skills for managers

- Changed from voluntary to mandatory training. (All managers are expected to complete the training within four years.)
- Care is also provided for managers, who are burdened by their responsibilities.
- Expanded from online-only training to include in-person training as well.
- Introducing a system for certifying those who complete the training. (To make it easier for such individuals to actively promote mental health in their respective workplaces, and to establish a network linking them across the organization so they can share information.)

Support for Balancing Medical Treatment and Work

We aim to create a workplace environment in which Nichirei Group employees who develop a disease or condition that requires long-term medical treatment can stay in their jobs and balance treatment and work with peace of mind. The three fundamentals of our measures are treatment-work balance consultation, education and awareness, and cooperation among Group companies.

Treatment-work balance consultation involves annual interviews with affected individuals who interact with public health nurses, so that we can find out more about their opinions and requests regarding appropriate measures. In May 2023, we also began operating an online survey called Everyone's Tweet Room to gather employee feedback. We held three seminars for education and awareness in FY2023.

July 2022	Kenichi Ishii, Huli Insurance Service Co., Ltd.	Cancer, Money and Work	20 participants
October 2022	Takashi Sekikawa, Supervising occupational physician	Current Status of Cancer Treatment	24 participants
February 2023	Chiaki Hara, Yotsubanokai	Caring for My Body	46 participants

We provide opportunities for employees to view cancer and other illnesses as personally relevant, obtain accurate information, and think about creating a better work environment.

There are four seminars planned during FY2024.

In addition, we strive to disseminate accurate and reliable information through channels including in-house bulletin boards.

両立支援策取り組みの目的と意義

■ 取り組みの目的
長期治療が必要な疾病に罹患した従業員が、治療をしながら仕事を継続できる環境を整えること。

■ 取り組み意義 (メリット)

企業のメリット

- ・継続的な人材確保
- ・人材の定着、生産性の向上
- ・会社に対するロイヤリティの高まり
- ・多様な人材の活用
- ・組織としての社会的責任の実現

従業員のメリット

- ・安定収入
- ・仕事が続けられる安心感
- ・生きがい・モチベーション
- ・孤独感や不安の軽減

■ 対象疾病
返復・再発して治療が必要となる、がん（放射線治療など）、脳卒中、心疾患、糖尿病（透析治療など）、肝炎、その他、難病など

Everyone's Tweet Room—
Support for Balancing Medical
Treatment and Work

Everyone's Tweet Room is a forum for employees to voice their thoughts about balancing medical treatment and work.

Health Management for Japanese Employees Working Overseas

We are enhancing initiatives to ensure that employees working overseas receive the same health management support as employees working in Japan.

■ Interviews with Public Health Nurses for Japanese Employees Posted Overseas

We are conducting online public health nurse interviews using Teams to maintain and improve the health of employees working overseas. In addition to interviews before departure and upon return to Japan, in FY2023 we also initiated annual interviews during overseas assignments to detect employees with health issues early on, provide support, and understand the health issues unique to working overseas. In FY2023, we conducted interviews with public health nurses for approximately 100 people, including those who requested health consultations themselves and those for whom supervisors made the request.



An online interview with a public health nurse

▶ Work Satisfaction

The Nichirei Group aims to further improve productivity and create a vibrant workplace by welcoming diverse human resources, values, and ideas to energize the organization. In FY2018, we established the Nichirei Group Workplace Reform Policy. Each operating company set goals based on the policy and promoted various initiatives over the five years through FY2022. The Group Diversity Promotion Council and the Group Health Promotion Council were organized under the Group Human Resources Committee as organizations to enhance work satisfaction. These organizations discussed human resource strategies that would contribute to the realization of the sustainable growth of the entire Group, exchanged opinions on measures, shared information, and confirmed progress.

■ Work Style Reform: Main Measures and Activity Progress (FY2019–FY2022)

Policy	Enable diverse working styles		Prevent excessive working hours	Ensure equal opportunity				
Ideal State	Employees shall have a certain degree of freedom to choose their workplace and working hours, to suit personal circumstances. Systems to maintain these conditions are to be put in place.	Establish systems to prevent circumstances including childbirth, childcare, nursing care, poor health, relocation of a spouse, or disease from disrupting or ending employees' careers.	Reform workstyles through labor-management collaboration to achieve appropriate working hours that allow employees to be healthy, have job satisfaction, and fully demonstrate their abilities.	Help make employees a valuable asset for the Nichirei Group by providing equal opportunities and education.	Embrace the philosophy of an inclusive society that does not discriminate on the basis of physical limitations to create workplaces and employment opportunities that enable people with physical challenges to earn a living through stimulating work.	Address longer healthy life expectancy by leveraging the unique experience of older employees and creating opportunities for them to succeed in line with their particular values and work styles.		
Priority Measures	Increase working condition options	Create systems for employee career continuity	Promote paid leave	Promote the advancement of women employees	Diversity and inclusion	Provide stimulating employment opportunities for people with disabilities	Create employment opportunities for seniors	

■ Creating Stimulating Employment Opportunities for People with Disabilities

The Nichirei Group actively promotes the employment of people with disabilities, 33 of whom work at Nichirei Aura Inc., a special Group subsidiary. They are engaged in a wide range of operations, including cleaning of office interiors and maintenance of green spaces at the Head Office, the food factories of Group companies, and distribution centers. The Group will continue to create comfortable workplace environments for people with disabilities.

■ Providing Employment Opportunities for Seniors

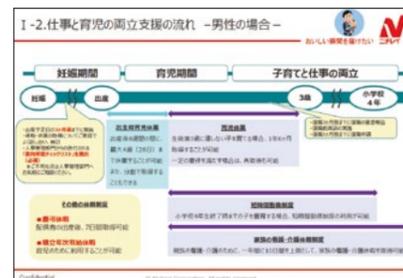
In 2002, the Nichirei Group set up the Senior Staff System to provide employment opportunities for employees on retirement. After reaching the retirement age of 60, those wishing to continue working may do so until the age of 65. At present, we employ more than 100 senior staff members, whose experience and knowledge contribute to Group development.



Senior staff member teaching elementary school students about food

■ Next Generation Development Guidebook

This guidebook focuses on the Nichirei Group's absence and leave systems for childbirth and childcare, with the aim of helping both men and women achieve work-life balance during childrearing years. The guidebook has sections for women and men that provide information on support for balancing work and childcare, prenatal preparations, and necessary procedures at each stage from childbirth to the return to work.



The Next Generation Development Guidebook

Nichirei Group's Initiatives to Encourage Childcare Leave

In line with the October 2022 revision of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, the Nichirei Group has revised its childcare leave system. Although the Nichirei Group's system exceeded statutory requirements prior to the act's revision, the Group addressed the revised regulations by enhancing its system in ways such as establishing childcare leave at the time of childbirth and childcare leave that can be divided into installments until the child is one year old, with both leave systems aimed at men. We also provided more options for taking childcare leave.

Taking this revision as an opportunity, Nichirei Group management met with the labor union to discuss and set a target of 100%* of male employees taking three or more days of absence or leave for childcare. By setting these targets, encouraging men to participate in childrearing and expanding opportunities for women to play an active role in the workplace, we aim to achieve work-life balance for both men and women during their child-rearing years.

* We set this target for male employees because when women employees give birth, 100% of them take childcare leave.



Questions for a Father Who Took Childcare Leave

Q1: Please tell us about your work.

A I work in product development in collaboration with Head Office production units and business divisions. My responsibilities range from promoting the development of new lines and products made with new manufacturing methods, to domestic production bases, manufacturing methods, formulations, and capital investment.

Q2: Why did you decide to take childcare leave?

A My wife was giving birth to our third child. My eldest son is in elementary school and my eldest daughter is in daycare, so my wife was unable to take the children with her to her parents' place when it was time to give birth, as she had in the past. I needed to provide support as a father after the birth.

Q3: How much leave did you take?

A One month, from March to April 2022.

Q4: How did your supervisor and colleagues react?

A My supervisor is a mother of two children and many of my colleagues are balancing work and childcare, so everyone was supportive. The people I asked to cover for me while I was gone handled their new positions responsibly, which helped them grow as individuals.

Q5: What were the positive aspects of taking childcare leave?

A I thought life focused on a newborn baby would be challenging, but it was actually really fun because my wife and children and I did it together. Also, my eldest son happened to be on spring break, so the extra time spent together as a family was great.



Questions for the Supervisor

Q1: What did you think when Mr. Kasai approached you with the request for childcare leave?

A Mr. Kasai is a father who takes part in housework and childcare on a daily basis, so my first thought was that childcare leave would be very meaningful for him. I also wanted to create a good example that would help young men in my department follow in his footsteps.

Q2: What did you do about his work during his absence?

A It was only one month, so preparing for his absence was easy enough. We arranged meetings to discuss and make necessary decisions before Mr. Kasai went on childcare leave, which helped younger employees follow through with the execution of those decisions during his absence.

Q3: What is the most positive aspect of this experience?

A Naturally, the younger people who usually had the benefit of Mr. Kasai's support and instructions to back up their work were a bit anxious and concerned, but they thought things through and took on Mr. Kasai's leadership role to report at meetings and handle other matters. I think it was a great experience for them.

Q4: What advice do you have for other supervisors?

A An effective approach is to have careful advance discussions with the employee taking leave about the allocation of work before and after the childcare leave period and the division of roles during the childcare leave period, as well as to have group members share in and understand these discussions. Another key is having a system in place to deal with unforeseen circumstances.

Toshiyuki Kasai

Product Development Department
Nichirei Foods Inc.

Makiko Shiraiishi

Product Development Department
Nichirei Foods Inc.



► Personalized Learning Opportunities

Group Target (KPI)	FY2023 Result	FY2024 Plan	FY2025 Target	FY2031 Target
Investment in human resources	1.2 times	1.5 times	1.7 times	2.0 times

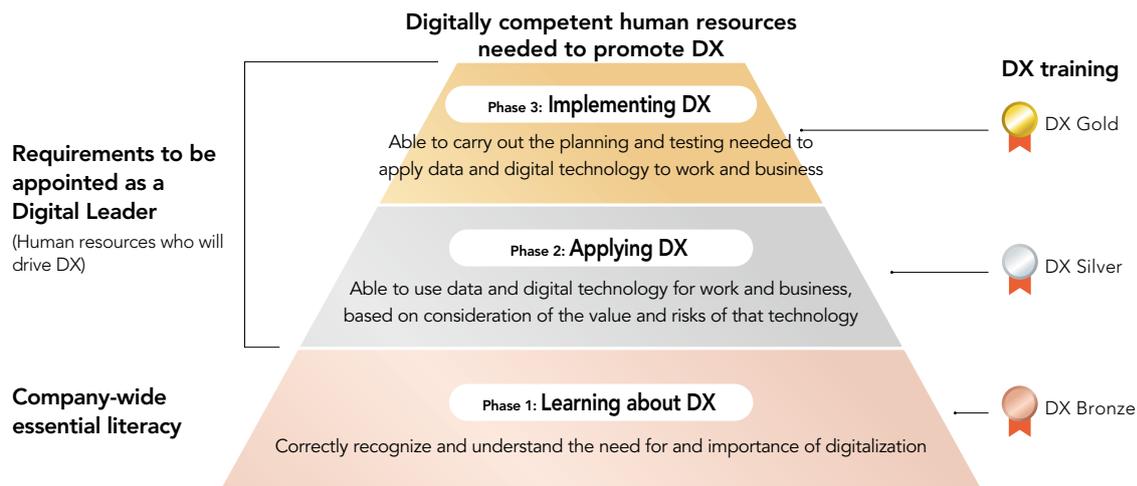
Comparison with average investment in human resources from FY2019 through FY2021

Implementation of Digital Transformation (DX) Training

Medium-term Business Plan Compass Rose 2024, which began in FY2023, promotes the use of data and technology in the Nichirei Group as a high-priority human resource development measure, and we have been expanding learning opportunities tailored to individuals.

In the final year of Compass Rose 2024, we aim to appoint a Digital Leader in each department of our main operating companies in Japan to promote the use of data and technology. The program will be implemented in tiers, from DX Bronze—the introductory program providing the essential points of digital literacy—to DX Silver and DX Gold. DX Bronze targets all employees (approximately 3,500 people) at our main domestic operating companies, who are scheduled to complete this program by the end of FY2024. DX Silver and DX Gold will then provide learning programs tailored to individual competency levels.

■ DX Training Program



■ Hours of Study for DX Training Program (Three-Year Plan)

Training Level	Content	FY2023 Results	FY2024 Forecast	FY2025 Plan	Three-year Total
DX Gold	• Workshops • Individual training	—	10 people (200 hours)	140 people (2,800 hours)	150 people (3,000 hours)
DX Silver	• E-learning • Workshops	About 50 people (800 hours)	450 people (7,500 hours)	450 people (7,500 hours)	950 people (15,800 hours)
DX Bronze	• E-learning	About 1,200 people (11,000 hours)	2,600 people (24,700 hours)		30,800 people (35,700 hours)



DX Bronze training is input-based, consisting only of e-learning, but DX Silver incorporates workshops in addition to knowledge acquisition through e-learning.

Transform work through digitalization!

Develop perspectives for digitalizing business operations

Transform work by leveraging data!

Learn that you can utilize the data around you

Think about where to start and create opportunities to begin DX activities