

# Promotion of DE&I

## Policy

The Fuji Oil Group formulated the Fuji Oil Group Diversity Vision in May 2020. As a forerunner to this vision, Fuji Oil Co., Ltd. established its Basic Diversity Policy in FY2015.

### Fuji Oil Group Diversity Vision (established in May 2020)

#### Enjoy diversity

Diverse human resources are a source of inspiration and innovation. We will contribute to society by “Work for people” and enjoying the synergy among us. In doing so, we will provide diverse people worldwide with deliciousness and health in a variety of food products.



#### Focus areas to promote diversity

In the Diversity Vision, the Fuji Oil Group defined gender, nationality, generation, specialization and experience as focus areas to promote diversity. We foresee awareness and system reforms to enable all our employees to use their diverse backgrounds and individuality as their strengths.



### Fuji Oil Basic Diversity Policy

We will accelerate the creation and delivery of new value to society by seeking talented individuals from diverse backgrounds and by fostering a corporate culture, where everyone can demonstrate their abilities to the fullest.

1. Pay attention to diversity in personnel composition at all stages of employment, including: recruitment, training and job assignment/promotion.
2. Implement flexible personnel systems so that diverse human resources can fully demonstrate their abilities.
3. Use diverse human resources in a strategic manner, thereby contributing to society and company growth.

## Governance

GRI : 3-3

The Group's Sustainability Committee\*<sup>1</sup> is an advisory body to the Board of Directors that is chaired by the President and CEO. It deliberates on and monitors the material ESG issue\*<sup>2</sup> of DE&I from a multi-stakeholder perspective, and recommends the results to the Board. The Chief Administrative Officer (CAO) oversees the progress of initiatives for DE&I Promotion, a priority action within this material issue.

\*1 Governance, Strategy, Metrics and Targets, Risk Management > Governance

[https://www.fujioilholdings.com/en/sustainability/sustainability\\_management/](https://www.fujioilholdings.com/en/sustainability/sustainability_management/)

\*2 Governance, Strategy, Metrics and Targets, Risk Management > Strategy, metrics and targets

[https://www.fujioilholdings.com/en/sustainability/sustainability\\_management/](https://www.fujioilholdings.com/en/sustainability/sustainability_management/)

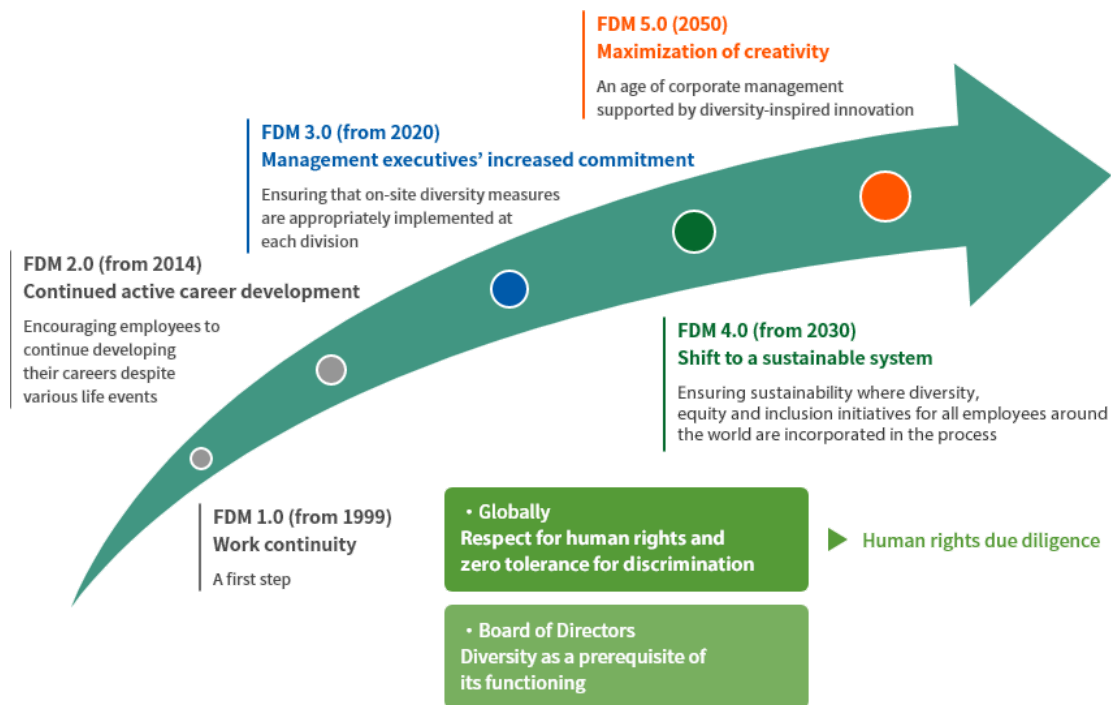
### Management system



## Strategy

As a corporate group operating globally, our Group has a significant social responsibility to respect the diversity of our employees' values and attributes. Moreover, making the most of the strengths of a diverse range of employees in management is vital to ensuring our competitiveness and improving our corporate value. Failing to respond to society's or employees' changing values may result in business risks such as higher turnover that reduces productivity, or increased reputation risk that drives away investors or leads to suspension of transaction with customers, as well as increased risks such as loss in ability to create new value for the future. Conversely, responding in a way that enables all employees to harness their individuality and abilities can create opportunities that lead to new value creation beneficial for Group growth.

One of the principles in the Fuji Oil Group Management Philosophy is that "we will respect the diversity and individuality of Fuji Oil Group employees." This exemplifies our efforts to create fulfilling workplaces that are free from discrimination and harassment, to respect the basic human rights, diversity, personality and individuality of everyone who works with us, and our approach to proper and fair evaluation of employee efforts and achievements. The Fuji Oil Group Diversity Vision was formulated based on this principle, and it guides us as we open opportunities to posts and projects widely, regardless of nationality, gender or age, and objectively evaluate performance and potential skills to make the most of our diverse human resources. In recent years, the variety of work style choices has been increasing, and as the ways to contribute to the company diversify, we strive to remove the barriers experienced by people from disadvantaged communities and to provide the opportunities and conditions that empower everyone to succeed. Moving forward, we will continue to promote diversity, equity and inclusion (DE&I) in the management of our business so that we can harness the power of diverse human resources and build a corporate culture where everyone feels that they belong and that their voice is valuable.



\* FDM: Fuji Diversity Management

## Risk management

## Employee engagement

In Japan, Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd. have conducted an annual employee satisfaction survey until FY2022. However, in FY2023, we switched to an engagement survey\* to gauge our employees' job satisfaction. Conducted twice annually, it numerically visualizes nine areas: work, personal growth, health, support, human relations, recognition, philosophy and strategy, organizational culture, and work environment. We then identify and assess company-wide and organization-specific issues, and prioritize them for improvement. To help support independent improvement in each organizational unit, we have also introduced a system that makes survey results available immediately so that the heads of each organization can swiftly confirm and respond to the situation.

\* For details, see the Integrated Report 2024.

Integrated Report

## Metrics and targets

○ At least 90% complete △ At least 60% complete ✕ Less than 60% complete

FY2023 Goals	FY2023 Results	Self-assessment
Increase diversity on executive teams	<p>[Group-wide]</p> <ul style="list-style-type: none"> <li>• Diversity in Management Committee Meeting members decreased (foreign nationals and women) from 45% (as of April 1, 2023) to 40% (as of April 1, 2024). Continued working to increase diversity</li> </ul> <p>[Japan]</p> <ul style="list-style-type: none"> <li>• Actively appointed women as outside directors and outside corporate auditors at Group companies in Japan, to foster female executive managers by building engagement and participation in management.</li> </ul>	△

FY2023 Goals	FY2023 Results	Self-assessment
	Percentage of women increased from 13% (as of April 1, 2023) to 15% (as of April 1, 2024)	
Japan: Conduct employee engagement survey	<ul style="list-style-type: none"> <li>Conducted the first two engagement surveys in July and January at Fuji Oil Co., Ltd. and Fuji Oil Holdings Inc.</li> <li>Reported analysis results to management, identified the understanding of our philosophy and strategy as an issue, and in response selected the Fuji Oil Group Management Philosophy and GOODNOON as division training themes for all employees*<sup>1</sup></li> <li>Sent a message directly from the President to all employees</li> </ul>	△
Japan: Encourage diverse work styles	<ul style="list-style-type: none"> <li>Used our telework system to meet the needs of diverse work styles</li> <li>Introduced more non-fulltime employment options in contracts for older employees (to accommodate to different working styles such as side jobs)</li> <li>Fuji Oil Co., Ltd. and Fuji Oil Holdings Inc. received White 500 recognition for the seventh year in a row with an assessment score of 62.2, a 0.6-point improvement over the previous year*<sup>2</sup></li> </ul>	○
Japan: Ensure equity	<ul style="list-style-type: none"> <li>Expanded the availability of the new cafeteria-style training program FUJI Learning Café to all direct employees on the basis that all employees, regardless of their employment status, are offered the same enhanced career independence-focused educational opportunities, including cost subsidies</li> <li>Trialed in-house open recruitment in FY2023, to be institutionalized in FY2024. All direct employees are eligible to apply</li> <li>Provided more information to managers and shared educational content annually to encourage use of parental leave regardless of employment status or gender</li> </ul>	○
Japan: Support long-term, meaningful employment of people with disabilities	Rate of employment of people with disabilities was 2.07% as of March 2024 (four below the statutory employment rate). Target was not met due to resignations despite conducting discussions with workplaces, the support center, and employees themselves with an eye toward long-term employment	△
Outside Japan: Embed DE&I into company culture	<p>[Harald Indústria e Comércio de Alimentos Ltda (Brazil)]</p> <ul style="list-style-type: none"> <li>Raised awareness of DE&amp;I through related guidebooks, videos and live webinars</li> <li>Created employment opportunities for women and over 50s (5% increase)</li> <li>Prioritized employment of minorities. Held DE&amp;I committee meetings every month to improve internal efforts</li> </ul> <p>[China]</p> <ul style="list-style-type: none"> <li>Held a Human Resources meeting for China to introduce Fuji Oil Group Human Rights Guidelines, the concept of DE&amp;I and examples</li> <li>Promoted a woman to senior management</li> </ul>	○
Outside Japan: Promote cultural reforms	[Blommer Chocolate Company (U.S.)]	△

FY2023 Goals	FY2023 Results	Self-assessment
	<ul style="list-style-type: none"> <li>• Conducted talent identification, recruitment, retention and development with the aim of instilling the Fuji Oil Group Management Philosophy</li> <li>• Began developing a mentorship program</li> </ul> <p>[Fuji Vegetable Oil, Inc. (U.S.)]</p> <ul style="list-style-type: none"> <li>• Conducted activities focusing on improving employee engagement and teamwork</li> </ul> <p>[Southeast Asia]</p> <ul style="list-style-type: none"> <li>• Strengthened HR function and carried out HR measures (built an evaluation system)</li> <li>• Strengthened management-labor relations and compliance management</li> <li>• Changed business trip regulations to be at the same level as competing companies to improve retention of sales employees</li> </ul> <p>[China]</p> <ul style="list-style-type: none"> <li>• Conducted employee interviews through the HR Department to help create motivating workplaces and understand any instances of unfair treatment</li> </ul> <p>[Fuji Europe Africa B.V. (Netherlands)]</p> <ul style="list-style-type: none"> <li>• Conducted training and skill development related to employees' roles in the company</li> </ul>	

\*1 For details, see Integrated Report 2024.

Integrated Report

\*2 For details, see Employee Health (Health and Productivity Management).

Employee Health (Health and Productivity Management)

## Analysis

In FY2023 we began conducting an engagement survey to measure the job satisfaction of employees at Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd. Conducted twice during the fiscal year in July and January, results from the first survey showed low scores in items related to philosophy and strategy, such as acceptance of company policies and business strategy and trust in company management. We identified this as an important issue and decided to add the Fuji Oil Group Management Philosophy and GOODNOON as themes to be covered in division training for all employees, regardless of their employment status, as well as created an opportunity for the President to send a message directly to employees. We see it important not only to raise average engagement scores across all companies, but to encourage improvement at the individual organizational level, so we support independent action through engagement training and related communications for managers.

The results of engagement surveys conducted in some areas outside Japan were also used to identify issues, which is helping in efforts to promote DE&I.

In North America we aimed to instill Fuji Oil Group's core values through talent identification, recruitment, retention and development.

In Brazil, we are raising awareness of DE&I by holding monthly DE&I committee meetings, and through DE&I-related guidebooks, videos and live webinars. In efforts to employ more minorities, we have also raised the employment of women and over 50s by 5%.

In Southeast Asia, we improved evaluation and training systems and created an assignment system for posting employees at Group companies outside Japan, which helped ensure proper management-labor relations and contracts, and improved legal compliance.

In China, we held a Human Resources meeting for China, sharing the Group Human Rights Guidelines and HR issues with and among HR members from each company. In addition, a woman was promoted to senior executive management, and we worked to create motivating workplaces while the HR Department interviewed employees to understand if anyone is subject to unfair or unequal treatment.

We will not only continue our current measures, but also sequentially expand the scope of our engagement survey to understand and improve upon challenges across the entire Group, both in and outside Japan.

## External recognition

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By the end of June 2023, we received the following external recognition for our diversity initiatives:

Fuji Oil Co., Ltd.

- August 2017 Obtained "Platinum Kurumin" certification from Japan's Ministry of Health, Labour and Welfare
- November 2022 Maintained accreditation from the Osaka City Mayor as a Leading Company in Women's Participation in Osaka City

Harald Indústria e Comércio de Alimentos Ltda (Brazil)

Received the following three accreditations at the company ranking for best workplaces by the Great Place to Work Institute

- August 2023 Certification in regional sector/Barueri City (sixth consecutive year)
- December 2023 Certification in Brazil's industrial sector (fourth consecutive year)
- March 2024 Certified as a Great Place to Work (seventh consecutive year)

\* External Recognition

<https://www.fujioilholdings.com/en/sustainability/evaluation/>

## Next steps

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We have incorporated past activities for promoting DE&I and reforming company culture into our efforts to improve employee engagement, and have set the following goals for FY2024.

### Group-wide

- Increase diversity on executive teams
- Implement measures to improve employee engagement

### Japan

- Encourage diverse work styles
- Ensure equity
- Support long-term, meaningful employment of people with disabilities

### Outside Japan

- Share messages from top management about our management policy and expectations for employees
- Eliminate feelings of isolation and lack of cooperation through more regular communication, and strengthen collaboration by developing a sense of fellowship and relationships of trust with colleagues
- Respect minority groups
- Improve evaluation systems and promote understanding among managers to create fair working environments

### FDM 3.0 measures



### Initiatives at Fuji Oil Co., Ltd.

GRI : 404-2

#### Supporting continued active career development

##### Active careers for older employees

As one of the main pillars of our DE&I management for the current fiscal year, we focused on drawing out the potential of the older employee class, which all employees will eventually belong to. In FY2021, we reviewed our contracted reemployment program to offer more choices to our employees. The revised system went into effect in April 2022. In line with the philosophy of the new system, we also expanded our career development education for employees approaching the retirement age of 60 to facilitate continued active career development.

##### Female employees' continued career development in balance with private life

At Fuji Oil Co., Ltd., the number of female employees taking parental leave has increased since the Act on Childcare Leave came into effect in 1992. On the other hand, many female employees see career continuity after parental leave as challenging. In FY2014 we drastically changed our way of supporting female employees. In addition to the existing systems that focus on supporting continued employment, we adopted various new systems to support female employees who aim to continue actively developing their careers after life events.

In FY2014, we started conducting an interview with three parties: the parenting employee, their supervisor and their partner. It has helped form circles of supporters for parenting employees at home and in the workplace, and has been instrumental in changing the awareness of parenting employees themselves. At present, we offer the following assistance program.

##### [Pregnancy]

- Consultation service for physical health issues during pregnancy
- Interview before parental leave

##### [Maternity leave]

- Guaranteed bonus (20%)
- Parental leave (can be taken until the end of the first April after the child turns two)
- Support for returning to work through a parenting concierge service
- Continued subsidy for distance learning

##### [Returning to work]

- Provision of short hours of work for parenting employees taking care of a child up to the first grade of elementary school
- Babysitter subsidy
- Use of telework system or flextime system without core time

We also make efforts to encourage male employees to participate in childrearing. For example, we distribute materials explaining the parental leave system to male employees when their partner has given birth. This has resulted in 74% of eligible male employees taking parental leave (averaging 15 days) in FY2023. The length of leave taken has also increased in recent years, with three in 34 employees taking more than a month off in FY2023. We will work on promoting understanding of the program among managers and strive to improve the work environment, in order to further encourage all our employees to make use of the parental leave regardless of employment status or gender.

#### Promotion of personnel diversity

##### Support for the active participation of women

In FY1999, the top management of the Fuji Oil Co., Ltd. adopted the policy of supporting the active participation of women. Full-scale initiatives were launched to pursue the policy under the newly established Committee for Women's Empowerment. As of April 2024, the percentage of women in managerial positions at Fuji Oil Co., Ltd. and Fuji Oil Holdings Inc. is 15%. Moving forward, we recognize the need for a greater focus on equal opportunity in recruitment and training. In the five years through FY2023, women have accounted for 44% of new graduates hired into management-track positions. We also ensure a higher level of fairness in human resource development that is free of gender discrimination in work assignments, on-



the-job trainings, and off-the-job-trainings.

Furthermore, in FY2016, the CEO of Fuji Oil Holdings Inc. endorsed the Declaration on Action by Male Leaders Coalition for Empowerment of Women, which was formed under the initiative of Japan's Cabinet Office. The CEO has been sending out messages to employees and society, regarding the importance of diversity in management.

### **Support for the active participation of people with disabilities**

As of March 1, 2024, Fuji Oil Co., Ltd. has 29 persons with disabilities under our employment, which does not meet the statutory employment rate. We have been collaborating with local schools, offering hands-on work experience programs, and exchanging information with leading companies in this field. Since FY2015, we have been focusing on creating workplaces where they can take active roles. Since FY2022, we have also provided regular consultations with occupational physicians in an effort to create a comfortable workplaces with an eye toward long-term employment. Going back to the fundamental principle of providing employees with opportunities to play an active role while taking into consideration their characteristics has also changed the attitude of managers in charge of training.

In FY2023, we created multiple positions for people with disabilities and recruited three employees through individual interviews at a local public employment service agency. On the other hand, some employees resigned despite our efforts to provide support through discussions with workplaces, the support center and employees themselves. Past efforts have shown that workplaces mainly for people without disabilities are not necessarily comfortable working environments for people with disabilities, so from FY2024 we have begun employing people with disabilities on external farms. The openness of farms and farm work provide an environment where many people with disabilities can continue working long-term.

### **Promoting non-regular employees to regular employees**

The Group conducts a test once a year for highly motivated non-regular employees wishing to become regular employees. In FY2023, 11 non-regular employees have passed the test. We will continue to actively promote talented and highly motivated individuals to regular employee status through this system.

### **Work style reform**

At Fuji Oil Co., Ltd., in FY2016 we launched the Creative Work Project to promote work style reform, which is essential for achieving diversity. Aiming to reduce the total work hours by raising productivity and improve work-life balance, we have implemented four reform initiatives over the roughly five years through April 2022: attitude reform, operational reform, system reform and workplace reform.

As part of the reform, we have been exploring new work style possibilities. For example, since FY2017 we have been gradually expanding our telework system and introduced a satellite office. We also facilitated active communication and promoted paperless operations by introducing robotic process automation (RPA), digitizing application procedures, and actively using video conference systems. In FY2023, around half of all direct employees used our telework system.

We will use IT effectively to firmly establish a system that allows employees to produce results regardless of time and place of work.

## **Global DE&I management**

Each company in the Fuji Oil Group operates within a unique regional context and has a unique history and business characteristics. For this reason, in FY2022 we appointed a person to be in charge of advancing DE&I in each region or company. They identify DE&I-related issues in their locale and set targets and propose measures to address them. We also set up a process in which the measures they propose are reviewed and monitored by the Sustainability Committee. Rather than setting targets that apply uniformly to all Group companies, this program will help us strengthen DE&I management across the Group by empowering each region or company to carry out their own DE&I initiatives in the spirit of the Fuji Oil Group Management Philosophy.

Since FY2023 we have also been sequentially conducting employee engagement surveys in regions where they have yet to be carried out. The results will be used to continually identify issues and establish DE&I actions plans to resolve such issues.

## **Related documents**

ESG Data Book (PDF 2.85MB) 