

Promotion of DE&I



Material Issue

Human Capital and Occupational Safety

✓ Policy ✓ Governance ✓ Strategy ✓ Risk management ✓ Metrics and targets ✓ Specific initiatives

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, expertise and experience as focus areas to promote diversity. We are working to reform our systems and mindset 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.

The Fuji Oil Group has established the Sustainability Committee^{*1} as an advisory body to the Board of Directors that is chaired by the President and CEO. From a multi-stakeholder perspective, the committee deliberates on and monitors Promotion of DE&I, a priority action to address material ESG issues,^{*2} and makes recommendations to the Board. The Group implements related initiatives under the oversight of the Head of Human Resources & Administration Headquarters, the Chief Financial Officer (CFO), the Senior Executive Officer.

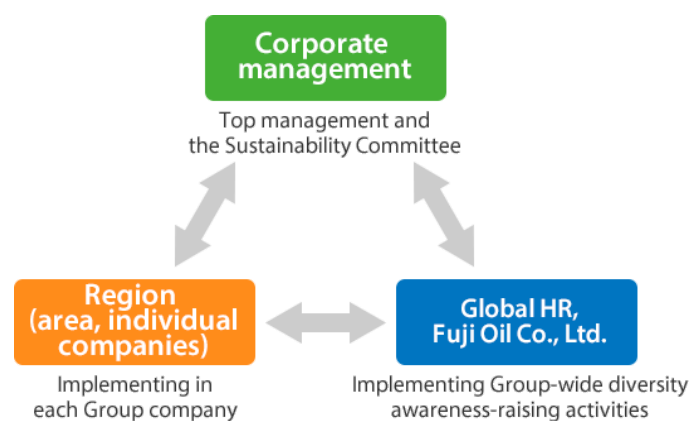
*1 Governance, Strategy, Risk Management, Metrics and Targets > Governance

https://www.fujioil.co.jp/en/sustainability/sustainability_management/#governance

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

https://www.fujioil.co.jp/en/sustainability/sustainability_management/#index

Management system



Strategy

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 up opportunities for positions and projects widely, regardless of nationality, gender or age, and objectively evaluate performance and potential 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.

As a corporate group operating globally, our Group has a significant social responsibility to respect the diversity of our employees’ values and attributes. Moreover, harnessing the diverse strengths of our employees into organizational strength is vital for fusing technologies and working with customers to solve issues, which are key ways to achieve our vision that “we will co-create a sustainable future for food, based on plant-based ingredients that are both delicious and healthy” as outlined in the Fuji Oil Group Management Philosophy. Failing to address issues from a DE&I perspective would lead to business risks such as negatively affecting employee turnover that could lead to lower productivity, reputational risk that could lead to losing investors and customer contracts, as well as the risk of losing the ability to create new value for the future. Conversely, responding in a way that fully leverages all employees’ individuality and abilities could bring opportunities to create new value to help our Group grow.

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.

Risk management

The Fuji Oil Group systematically manages risks and opportunities related to Human Capital and Occupational Safety, an area of sustainability matters that address the material ESG issues, in alignment with Group significant risks.

Group significant risks

Risk type: Disasters and accidents/ Environment and human rights/ Procurement/ Labor and human resources

https://www.fujioil.co.jp/en/ir/policies_and_systems/risk/

Employee engagement

At the Fuji Oil Group, we began conducting employee engagement surveys in FY2023.

For employees of Fuji Oil Co., Ltd., surveys are conducted twice annually, numerically visualizing nine key drivers measuring employees' job satisfaction in order to identify and assess company-wide and organization-specific issues. The four surveys conducted to date have indicated that the company's strengths are "interpersonal relationships" (represented by "interdepartmental cooperation," one of the elements of "organizational culture") and "a culture of delegation" (as indicated by the high scores for "decision-making authority," one of the elements of "work"). We believe these strengths form the foundations for team-driven results and co-creation which are two of the goals of the new system, showing that we have a strong culture on which to base our efforts to create value through fusing technologies and working with customers to solve issues. Meanwhile, one company-wide issue that has been identified is the low score for "philosophy and strategy." Although the overall score is improving each time, this trend has not changed.

We also conduct an annual global engagement survey for employees of Group companies outside Japan. Based on the survey results, each Group company creates an action plan for improvements, aiming to boost HATARAKIGAI or job satisfaction. The results of the two surveys conducted to date have indicated strengths including collaboration and teamwork which show our solid foundation for team-driven results, which is a strength of our Group as a whole, including Japan.

On the other hand, Group-wide results indicate that at management level, there is a lack of skills and attitudes required of new leaders today, such as respecting individuals and supporting their growth. The ability of leaders to communicate our mission, vision, policies and strategies also appears to be insufficient — a trend which is seen throughout the Group. We understand that changing our culture through leadership training is a major challenge for our Group as a whole.

These results led us to recognize that the challenge of respect for the individual ties in closely with promoting diversity, and deepening understanding and acceptance of management policies and business strategies contributes to inclusion. This is why we have linked promotion of DE&I with improving employees' job satisfaction, working on these two themes together through a cycle of identifying issues, taking action, and checking the progress of improvements. In particular, we are aware that sharing our mission and vision, and deepening understanding and acceptance of management policies and business strategies are priority issues where management must take the lead. To this end, we have taken steps such as creating opportunities for direct dialogue between management and employees. We will work on this further as a material ESG issue in the next medium-term management plan.

Using the engagement survey results, we will step up our efforts to promote DE&I and build a working environment that improves employees' job satisfaction so that our employees can find value in being a part of the Fuji Oil Group and take pride in their work, enabling both individuals and the Group to grow and develop.

Metrics and targets

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

FY2024 Goals	FY2024 Results	Self-assessment
Increase diversity on executive teams	[Group-wide] <ul style="list-style-type: none">Diversity in Management Committee Meeting members (foreign nationals and women) : 46% (as of April 1, 2025).	○

FY2024 Goals	FY2024 Results	Self-assessment
	<p>→Improved by 4 percentage points from the initial 42% in FY2022 during the medium-term management plan period.</p> <p>→ This is mainly due to appointments in Southeast Asia.</p> <p>The biggest challenge is improving diversity at decision-making levels at Fuji Oil Co., Ltd.</p>	
Share messages from top management about our management policy and expectations for employees	<p>[Group-wide]</p> <ul style="list-style-type: none"> Created opportunities for direct dialogue between management and employees Held briefings on business results and projects Conducted information transmission and two-way communication via our Group internal online communication tool FUJI Connect 	○
	<p>[Former Fuji Oil Co. Ltd.]</p> <ul style="list-style-type: none"> Launched a two-way communication video program in 2023 in which the President communicates messages and answers questions from employees, and continues to appear regularly. 	○
	<p>[Blommer Chocolate Company (U.S.)]</p> <ul style="list-style-type: none"> Built camaraderie and trust through regular communication. Created programs to strengthen collaboration. Held company-wide town hall meetings, sent video messages from top management, and launched an information sharing site. <p>KPI: 10% Improvement in retention rate</p>	○
	<p>[China]</p> <ul style="list-style-type: none"> Held senior management roundtable meetings and general manager dialogue meetings Held awards ceremony (for sales and technical staff) <p>KPI: 1 senior management roundtable meeting, messages from managers (1 for each company, 4 in total)</p>	○
Respect minority groups and create a pleasant workplace for all	<p>[Fuji Oil Co. Ltd.]</p> <ul style="list-style-type: none"> Continued measures to improve retention rate (consultations about workplace and tasks, follow-up interviews, etc.) <p>Opened a farm in 2024 and signed a contract with another farm in May 2024 to expand employment opportunities for people with disabilities.</p> <p>KPI: 1:1 ratio of male to female new graduate hires (excluding production roles)</p>	○
	Did not reach the statutory employment rate of people with disabilities (1.85%)	△
	<ul style="list-style-type: none"> Promoted health and productivity management through smoking ban to improve health and physical fitness sessions to raise health awareness <p>KPI: 8th consecutive year of White 500 certification and improvement on the 2023 evaluation result of 62.2.</p> <p>→Made progress on various initiatives, such as introducing</p>	×

FY2024 Goals	FY2024 Results	Self-assessment
	a total smoking ban on company premises in Japan and during working hours from April 2025, but did not obtain White 500 certification	
	[Harald Indústria e Comércio de Alimentos Ltda (Brazil)] <ul style="list-style-type: none"> Improved representation of minority groups to create an inclusive workplace for all. Achieved targets for female employees, LGBTQIAPN+ employees, and employees with disabilities. KPI: 5% increase in female employees, 20% increase in LGBTQIAPN+ employees, 5% increase in employees with disabilities	○
	[Fuji Vegetable Oil (U.S.)] <ul style="list-style-type: none"> Employed high school students from local career academy KPI: Employment of 5 students from local career academy	△
Improve evaluation systems and promote understanding among managers to create fair working environments	[China] <p>Improved evaluation systems and promoted understanding among managers to create fair working environments.</p> KPI: Improvement of evaluation sheets and process	○
	[Southeast Asia] <p>Provided career development for local employees posted to new roles</p> KPI: Completion level of assignment system	○
	[Europe] <p>Created an employee handbook to raise awareness of the grievance mechanism and other initiatives. Distributed it to all employees, obtained their signatures and ensured its use</p> KPI: Level of awareness among employees	○

Analysis

Since FY2022, we have appointed a person responsible for DE&I in each region or company, aiming to reduce business risks for the Group and improve returns by creating new value through local DE&I initiatives. Because they each have their own unique background and business characteristics, we did not set targets that apply uniformly to all Group companies. Instead, since FY2024 each region and company has set its own targets and implemented actions based on the results of the previous year's engagement survey.

External recognition

By the end of June 2025, 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 two accreditations at the company ranking for best workplaces by the Great Place to Work Institute

- March 2025: Certified as a Great Place to Work (eighth consecutive year)
- May 2025: Named as one of the top 20 mid-size companies to work for in the Brazilian agricultural sector

In May 2025, the company also received the Mental Health Award from the Great People Mental Health.

* External Recognition

<https://www.fujioil.co.jp/en/sustainability/evaluation/>

Next steps

With our transition to an operating holding company structure, one of our key management strategies for the new medium-term management plan period starting from FY2025 is the group-wide integration. We have been integrating the former Fuji Oil Holdings Inc. and Fuji Oil Co., Ltd., which have merged, as well as strengthening the links between Group companies in Japan and other countries. Promoting DE&I and building a working environment that improves employees' job satisfaction are the leading areas for the integration. We will work on the following measures, aiming to achieve the KPI set for each.

Group-wide

- Ensure diversity at decision-making levels
- Formulate and raise awareness of DE&I policies
- Establish a Cross-Border Engagement Team to implement measures to improve employee engagement

Japan

- Encourage diverse ways of working
- Support long-term, meaningful employment of people with disabilities

Specific initiatives

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 employees, a group 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.

Career continuity through life events

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. However, there were challenges in terms of career development after returning from parental leave. In FY2014 we drastically changed our approach to supporting employees returning from leave. In addition to the existing systems that focused on continued employment, we introduced various programs to support 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 programs.

[Pregnancy]

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

[Maternity and parental 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 67.5% of eligible male employees taking parental leave (averaging 29 days) in FY2024. The length of leave taken has also increased in recent years, with 13 in 27 employees taking more than a month off in FY2024. 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 March 2025, the percentage of women in managerial positions at former Fuji Oil Co., Ltd. and former Fuji Oil Holdings Inc. was 15.9%. Moving forward, we recognize the need for a greater focus on equal opportunity in recruitment and training.

In FY2016, the CEO of former 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 since 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 April 1, 2025, 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 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.

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 their active participation.

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 FY2024, 13 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 these reforms, 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 FY2024, around 40% 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, we work to 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.

In order to implement a more effective engagement cycle based on the results of the employee engagement surveys conducted since FY2023, we brought in a new system in FY2024. In the new system, managers participate in results briefings for each area or company, survey results are shared within each company, and the HR department of Fuji Oil Co., Ltd. monitors the cycle of creating action plans while identifying strengths and issues from the survey results and setting out improvement measures and putting these plans into action. From FY2025 onwards, we will establish a Cross-Border Engagement Team to further focus our efforts to build a working environment that improves employees' job satisfaction and promote DE&I based on the survey results.

Related documents

ESG Data Book (PDF 411KB) 