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# Respect for Human Rights

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## Policy

### Our Views on Respect for Human Rights

The Marubeni Group conducts business from 133 locations\*<sup>1</sup> across 68 countries and regions, employing over 40,000 people\*<sup>2</sup> from a diverse range of nationalities and ethnicities. Moreover, our multi-faceted and global business activities span a wide range of sectors. With a view to contributing to achieving the goals set out in the SDGs and building a sustainable society, we are fully committed to respecting the human rights of stakeholders\*<sup>3</sup> who are related to the Marubeni Group's business and to closely monitoring relevant circumstances. We view it as an important social responsibility for the Marubeni Group to institute corrective measures to provide redress in cases where our business activities have been involved with adverse impacts in human rights terms. By fulfilling this social obligation, we see respect for human rights through our business activities as part of the sustained creation of value.

\*1 As of April 1, 2021

\*2 As of March 31, 2021

\*3 Stakeholders include: business partners, including customers and suppliers, whether direct or indirect; employees of Marubeni Group and our business partners; residents and members of local communities.

➤ [Please click here for Human Rights & Co-Development with Communities](#)

### Basic Policy on Human Rights

In the spirit of the Company Creed of "Fairness, Innovation and Harmony," the Marubeni Group is proudly committed to promoting social and economic development and safeguarding the global environment through fair and upright corporate activities. We recognize that respecting the human rights of persons affected by our business activities and endeavoring to take responsibility for doing so are of utmost importance, and to this end we have formulated our Basic Policy on Human Rights ("the Policy"), based on the UN's Guiding Principles on Business and Human Rights.

#### Our Basic Stance on Human Rights

We support and respect all international rules on human rights, including the UN's International Bill of Human Rights (Universal Declaration of Human Rights and International Covenant on Human Rights), the ILO's Declaration on Fundamental Principles and Rights at Work and the 10 Principles of the UN Global Compact.

#### Scope of Application

This Policy applies to all executives and employees of the Marubeni Group. We also ask that stakeholders (vendors, service providers, contractors, third-party manufacturers, joint venture partners, outsourcing partners, customers and other business partners and local communities) and other related parties observe the intent of the Policy and take appropriate action if a negative effect on human rights caused by them is directly related to the business activities of the Marubeni Group.

## Responsibility for Human Rights

We will carry out our responsibility to respect human rights by ensuring that we do not violate human rights. If it should come to light that any of our business activities are having a negative impact on human rights, we will take appropriate action to remedy the situation.

- **Human Rights Due Diligence:**

We will create and continue using a system for carrying out human rights due diligence.

- **Redress:**

We will create a system (complaint resolution mechanism) for reporting when our business activities have a negative effect on human rights or we have been involved in human rights violations. If such reports are received, appropriate procedures for redress will be taken once the facts are sufficiently ascertained.

- **Dialogue and Discussion:**

We will engage in sincere dialogue and discussion with relevant stakeholders in order to promote initiatives in line with this Policy.

- **Compliance with Relevant Laws:**

We will observe the laws and regulations of the countries or regions where we conduct business activities. If national laws are in contradiction with internationally recognized human rights, we will pursue solutions in which we can respect human rights principles.

- **Education and Training:**

We will conduct appropriate training and skill development for our executives and employees to ensure that this Policy is understood and effectively put into practice in all our business activities.

- **Information Disclosure:**

We will report on our initiatives, etc. for fulfilling our responsibilities to respect human rights through our official website and other avenues.

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The above Policy includes the following policies with regard to those who are especially vulnerable to human rights abuses:

- **Policy Regarding the Rights of Children:**

In addition to supporting the Children's Rights and Business Principles<sup>\*4</sup>, which are intended to protect children's rights in the course of our business activities, we will undertake social contribution activities to strengthen children's rights and by so doing will contribute to improving children's rights.

- **Policy Regarding the Rights of Indigenous Peoples:**

When conducting our business activities in countries or regions with indigenous peoples, we will acknowledge the native culture and history of indigenous peoples, and we will give due consideration to the laws of the country or region in question and the rights of indigenous peoples set out in international rules.

- **Policy Regarding Use of Security Services:**

We are aware of the inherent risk to human rights related to the use of weapons for security. With regard to the use of security services when conducting business activities, we will observe the laws of the countries or regions where we operate, support international rules and related practices and endeavor to respect human rights.

\*4 Children's Rights and Business Principles: A comprehensive set of principles formulated by UNICEF, the UN Global Compact and Save the Children covering various actions that enterprises can take in the workplace, the marketplace and the community in order to promote respect for children's rights.

## Structures and Systems

Based on the Marubeni Group Basic Policy on Human Rights, the Marubeni Group is working to ensure that the human rights of all Group employees and executives, contractors, business partners and other related parties are respected. Under the leadership of the Sustainability Management Committee and its head (CSDO, Chief Sustainable Development Officer, who is also a Director and Managing Executive Officer), the Sustainability Management Department works to promote the consideration and the continuous improvement of human rights throughout the Marubeni Group, in close cooperation with the Sustainability Leaders and Sustainability Managers appointed by each division and department. The Sustainability Management Committee submits reports on important matters related to human rights to the Corporate Management Committee and the Board of Directors in accordance with prescribed procedures.

## Initiatives

### Due Diligence on Human Rights

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The Marubeni Group is developing methods for assessing the potential risks from a business sustainability perspective as part of risk management to build resilient supply chains that are sustainable (Sustainability Assessment). The "Social" category of risks that we use in our sustainability assessments, we take a comprehensive stance to include items that relate to social, human rights or labor-related aspects of international standards associated with corporate social responsibility. We also include supply chain risk management items to reflect the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct that are based on the OECD Guidelines for Multinational Enterprises and other guidelines. The Marubeni Group will continue to conduct human rights due diligence based on these types of risk evaluation going forward.

➤ For more details, please click here to see Development of Sustainability Assessment Methods.

### Development of Grievance Mechanism (Redress)

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In the fiscal year ended March 31, 2021, in line with our Basic Policy on Human Rights, we instituted an internal process that serves as a grievance mechanism for complaints relating to human rights (redress). This is a formal mechanism that guarantees confidentiality and anonymity, and is available to and covers complaints about human rights violations from any stakeholders.

(A dedicated contact point for submission of complaints about human rights violations has also been in place on this website.)

### Risks to Human Rights in the Supply Chain

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Marubeni has established a Basic Supply Chain Sustainability Policy, which includes respect for human rights in the guidelines, and continues to work diligently to obtain the understanding and cooperation of business partners.

➤ Basic Supply Chain Sustainability Policy

Following the enforcement of the Modern Slavery Act in the U.K. in October 2015, Marubeni Europe plc, some Group companies in England, and the Marubeni Head Office, which has a certain level of control over the business of these companies, each issued a statement by the end of September 2021.

- FY2020 Slavery and Human Trafficking Statement
- FY2019 Slavery and Human Trafficking Statement
- FY2018 Slavery and Human Trafficking Statement
- FY2017 Slavery and Human Trafficking Statement
- FY2016 Slavery and Human Trafficking Statement
- FY2015 Slavery and Human Trafficking Statement

The U.K. Modern Slavery Act applies to companies that operate within the U.K., with annual turnover of £36 million or more worldwide. In order to confirm that there are no abuses of human rights, such as slavery or human trafficking, within the company or its supply chain, companies are required to implement measures step-by-step, and to issue a statement by the following fiscal year.

In addition to this, in the supply chain sustainability surveys, Marubeni is investigating the status of supplier efforts related to risks to human rights, such as forced labor and child labor. While promoting the discovery of risks to human rights, we are also working on measures to prevent the spread and expansion of such risks. In the supply chain sustainability surveys conducted since February 2011, we survey the status of human rights risks at our suppliers through questionnaires and on-site assessment. No serious problems requiring immediate attention have been found in these surveys.

## Dialogue with External Stakeholders regarding Human Rights Risk and Impact

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Marubeni holds dialogues with external stakeholders on the risk and impact of potential human rights violations occurring in the Group's business, through organizations such as the international human rights NGO, Business & Human Rights Resource Centre (BHRRC). Based on the results of these dialogues, we are working to improve our risk management.

### Initiatives in FYE 3/2021

We held dialogues on two matters with external stakeholders through BHRRC.

## Compliance Manual

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The first matter highlighted in Compliance Manual is "respect for human rights and prohibition of any form of discrimination, sexual harassment and workplace bullying." Here, the notion of human rights includes the fundamental human rights stipulated in the Constitution of Japan, the Labor Standards Act, and by the Universal Declaration of Human Rights, and also includes human rights prescribed in the International Labor Standards (ILO)<sup>\*5</sup> and the UN Guiding Principles on Business and Human Rights.

\*5 The International Labor Standards establish fundamental standards for labor. The standards are comprised of 8 conventions in 4 categories, namely: (1) freedom of association, (2) prohibition of forced labor, (3) prohibition of discrimination in employment, and (4) prohibition of child labor.

- Compliance Manual

## Marubeni Hotline (formerly, “Door of Courage”)

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For cases where circumstances warrant counseling and reporting to be carried out outside the regular reporting channels, the Marubeni Group has established the Marubeni Hotline (formerly, “Door of Courage”) reporting and consultation hotline.

➤ Compliance

## Respect for Employee’s Right to Unionize and Bargain Collectively

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Marubeni has declared its support for the 10 principles of the UN Global Compact, which calls for the support and practice of universal principles concerning human rights, labor, and other areas. Accordingly, Marubeni respects the right of employees to unionize and bargain collectively for the purpose of conducting negotiations between labor and management on working conditions, wage levels, and other matters.

➤ Relationship with the Labor Union

## Initiatives to Address Human Rights Issues

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### Human Rights and Discrimination Issues Committee

This committee (established in 1981) is chaired by the Chief Administrative Officer (CAO), and its members comprise the general managers of the corporate staff group and business groups, as well as the general managers of the domestic branches.

### Selection of Officers for the Promotion of Fair Recruitment and Human Rights Awareness

At the Tokyo Head Office and the Osaka branch, Officers for the Promotion of Fair Recruitment and Human Rights Awareness are nominated and notification of their appointment is made. In this way, the company has established fair recruitment systems.

### Promotion and Training on Human Rights

To establish a corporate culture of respect for human rights, Marubeni holds training seminars for the Company’s executives and employees throughout its organization.

Also, Marubeni continuously engages in awareness activities by updating the intranet with the company’s basic policy on human rights, training materials, etc. Marubeni also regularly holds campaigns to raise awareness of human rights.

To promote understanding of respect for human rights, Marubeni provides webinar programs for executives and employees in order to obtain a better understanding of respect for human rights and other important social issues. Marubeni will continue to update the content every year and conduct the education and training programs.

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# Occupational Health and Safety

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## Policy

### Marubeni Group Basic Policy on Occupational Health and Safety

The Marubeni Group recognizes that ensuring the occupational health and safety of all Group employees and executives, contractors working at labor sites, business partners, and other related parties is vital to our corporate activities. Accordingly, we aim to achieve zero occupational accidents and illnesses by conducting business in accordance with this policy. Furthermore, in cases directly connected to Marubeni Group business activities where our affiliates, business partners, or other related parties are not taking steps to ensure occupational health and safety, we ask them to take appropriate measures in line with this policy.

#### 1. Continuous Improvement of Occupational Health and Safety Management System

We will establish and strive to continuously improve upon our occupational health and safety management system under the leadership of top management.

#### 2. Compliance with Applicable Laws and Regulations

We comply with laws, regulations, and agreements related to occupational health and safety in the countries and regions where we conduct business activities. We also develop relevant internal regulations in accordance with the level of risk.

#### 3. Fostering Safety Awareness through Education

We continue to provide necessary and sufficient education to ensure health and safety and foster safety awareness.

#### 4. Risk Reduction and Continuous Improvement of the Work Environment

We recognize and identify hazards and harmful factors related to our business activities and work to eliminate or reduce them. We also work to maintain and improve the workplace environment on an ongoing basis through smooth communication within the organization.

#### 5. Support for Maintaining and Promoting Health

We continuously support the maintenance and promotion of health for all Group employees and executives.

#### 6. Information Disclosure

The Marubeni Group discloses accurate and highly transparent information regarding this policy and related initiatives through its official website and other avenues.



# Targets

## Occupational Health and Safety Targets

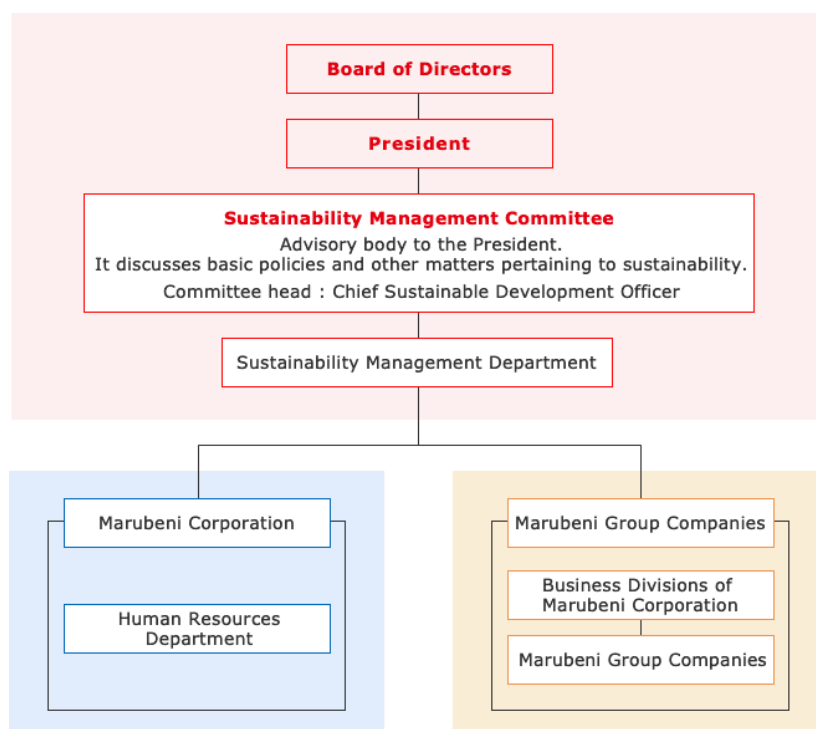
Under the Marubeni Group Basic Policy on Occupational Health and Safety, Marubeni manages occupational health and safety for all employees and contractors associated with the Group.

- Zero occupational accidents (including fatalities)
- Zero occupational illnesses

# Structures and Systems

## Marubeni Group Occupational Health and Safety Management System

Based on the Marubeni Group Basic Policy on Occupational Health and Safety, the Marubeni Group is working to ensure the occupational health and safety of all Group employees and executives, contractors working at labor sites, business partners and other related parties. Under the leadership of the Sustainability Management Committee and its head (CSDO, Chief Sustainable Development Officer, who is also a Director and Managing Executive Officer), the Sustainability Management Department works to promote and continuously improve occupational health and safety management throughout the Marubeni Group, in close cooperation with the Sustainability Leaders and Sustainability Managers appointed by each division and department. The Sustainability Management Committee submits reports on important matters related to occupational health and safety to the Corporate Management Committee and the Board of Directors in accordance with prescribed procedures.





## ISO 45001 Occupational Health and Safety Management System Certification Status

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A number of Marubeni Group companies have acquired ISO 45001\*<sup>1</sup> certification. ISO 45001 is an international standard for occupational health and safety management systems, and the system prescribes a series of processes: setting an occupational health and safety policy, establishing targets and action plans, evaluating initiatives taken to achieve the targets, and improving on them. As of February 2022, 45 operation sites, equivalent to 1.7% of the 2,607 operation sites, monitored by the Sustainability Survey, had obtained the certification (8 companies, equivalent to 1.8% of the 456 Marubeni Group companies, had obtained the certification).

By continuing to encourage acquisition of this certification within the Group and thereby ensuring due consideration for occupational health and safety, we are working toward creating an organization where each employee can achieve their full potential and enhance corporate value.

\*1 OHSAS 18001 (Occupational Health and Safety Assessment Series), an occupational health and safety management system, was discontinued on March 11, 2021, and replaced by ISO 45001.

## Initiatives

### Occupational Accident Initiatives

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Marubeni strives to prevent the occurrence of occupational accidents. In the event of an accident, we ensure that it is promptly reported to the Human Resources Department. Accidents are also reported to the Health Committee, and every effort is made to prevent recurrence.

Accidents and incidents at Marubeni Corporation or any of its Group companies are reported in a timely and appropriate manner through the compliance incident reporting channel. Depending on the nature of the incident, we carry out follow-up investigations and checks and promptly implement measures to prevent recurrence.

### Risk Assessment of Occupational Health and Safety

The Marubeni Group has established the Marubeni Group Basic Policy on Occupational Health and Safety and conducts occupational health and safety risk assessments for new and existing projects.

#### **Occupational Health and Safety Initiatives of the Power Business Division**

As a global energy solution provider, the Power Business Division (hereafter "the Division") endeavors to broaden and deepen its power generation, service and retail businesses, and boasts one of the largest power generation assets in the industry as an independent power producer. The Division has established a "Health, Safety, Environment and Quality Policy" which guarantees the primary importance of health and safety across all operations. This policy is part of the Division's continuous efforts to achieve zero occupational accidents and create a safety-centered culture that places the highest priority on health and safety. As reflected in the policy, the Division is committed to establishing and implementing appropriate safety, environmental and quality management systems in cooperation with Group companies and others. To ensure that the policy is widely understood by all, its objectives are communicated to new employees and transferees at the technical training sessions held annually to seek their understanding and cooperation in the Division's health and safety activities.

Additionally, the Division has established the “Integrity Management Application (IMA)” as safety, environment and quality management guidelines to realize the “Health, Safety, Environment and Quality Policy” and is developing activities to evaluate project safety management systems and operations in light of these guidelines. Specifically, through on-site visits by safety management specialists at overseas power generation asset management bases and project audits by the Division, we are working to achieve zero occupational accidents by identifying areas for improvement in safety management and monitoring the progress of improvement plans. Since the start of 2014, 51 project audits have been conducted across 38 major project sites worldwide all of which have involved the participation of the Division. The audits include the following: projects’ efforts to reduce occupational accidents such as safety induction training, management safety patrol and encouragement of near-miss reporting; risk assessment of site works, risk-based work planning and implementation; incident reporting/investigation process and corrective actions; emergency response plans including communication protocols, drill/desk-top training results for emergency cases such as fire, chemical spills.

In addition to site visits and audits, to instill a culture of prioritizing health and safety throughout the Group, we also distribute lessons learned from occupational accidents to Group company personnel and present safety awards to projects in recognition of their outstanding safety activities based on safety statistics (Leading/Lagging KPIs\*<sup>2</sup>).

The Power Business Division will strive to achieve zero occupational accidents and continue to contribute to the economic growth and development of communities around the world by meeting and exceeding the expectations and demands of customers and society through the reliable implementation and continuous improvement of the management system based on the “Health, Safety, Environment and Quality Policy”.

\*<sup>2</sup> Lagging KPIs: fatalities, lost time injuries, medical treatment injuries, near misses, etc.  
Leading KPIs: safety training hours, number of safety patrols, site inspections and observations, etc.

## Supply Chain Occupational Health and Safety Initiatives

The Marubeni Group recognizes the importance of promoting awareness of occupational health and safety in the supply chain in order to ensure its sustainability and is actively working to disseminate the Basic Supply Chain Sustainability Policy to all suppliers. In FYE 3/2021, we are notifying a total of approximately 3,000 suppliers of this policy and requesting their compliance. When commencing business with new suppliers, we ensure that they are notified in advance of our Basic Supply Chain Sustainability Policy. We will continue to strengthen communications about our occupational health and safety efforts with the goal of achieving a 100% notification rate.

## Initiatives for Improving the Marubeni Group Occupational Health and Safety Management System

Based on the Marubeni Group Basic Policy on Occupational Health and Safety, Marubeni is taking various measures to continuously improve the occupational health and safety management system throughout the Marubeni Group.

### 1. Seminars for Marubeni Group HR Managers

Seminars are held for HR managers of Marubeni Group companies to share information and updates on human resources and labor management in general, including occupational health and safety.

First meeting (August 2020): Information sharing on COVID-19 responses in the workplace, mental healthcare for employees under COVID-19, and remote working (approximately 100 participants from 50 Group Companies).

Second meeting (November 2020): Topics regarding labor management, including work-related accidents, health and safety, etc., and other issues related to working styles post pandemic (approximately 140 participants from 53 Group companies).

## 2. HR Support Desk

We have established a consultation service for Marubeni Group companies on general human resources and labor management issues, including occupational health and safety; provide advice; and share Marubeni's HR-related rules, regulations, and operational know-how (approximately 200 consultations per year).

We also provide information and alert personnel in charge of human resources matters at Marubeni Group companies in Japan regarding changes to laws related to human resources and labor affairs, including occupational health and safety.

## 3. Sharing Know-how on Occupational Health and Safety and HR/Labor Management

We share information with HR managers at Marubeni Group companies to improve their expertise in occupational health and safety and HR management, including the latest information on occupational health and safety, occupational physicians, and external providers of stress checks.

## 4. Periodic Assessments of Compliance with Laws and Regulations Related to Occupational Health and Safety at Marubeni Group Companies

We check the status of compliance at Marubeni Group companies with labor laws and regulations, as well as confirming health checkup reports relating to occupational health and safety, and reports in the event of accidents.

# Data

## Occupational Health and Safety Data

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Lost-time injuries frequency rate <sup>*3</sup>	0	0	0
Occupational illness frequency rate <sup>*4</sup>	0	0	0
No. of occupational accident or incidents leading to injuries or fatalities <sup>*5</sup>	2	2	0
No. of fatal occupational accidents <sup>*6</sup>	0	0	0
No. of fatal occupational accidents of contractors <sup>*7</sup>	0	0	0

\*3 : Figures for Marubeni Corporation. The LTIFR is the frequency rate of occupational injury cases that result in one or more days of employee absence. Lost-time injuries frequency rate=Lost-time injuries/Total working hours×1 million.

\*4 : Figures for Marubeni Corporation. Occupational illness frequency rate=No. of occupational illness/Total working hours×1 million.

\*5 : Figures include the occupational accidents without lost workdays.

\*6 : Figures for Marubeni Corporation.

\*7 : Figures for Marubeni Group.

## Performance Management of Occupational Health and Safety<sup>\*8</sup>

	Targets	FYE 3/2019	FYE 3/2020	FYE 3/2021	Industry benchmark
Lost-time injuries frequency rate <sup>*9</sup>	0	0	0	0	2.27
Lost-time injuries severity rate <sup>*10</sup>	0	0	0	0	0.11
Average annual working days lost per case <sup>*11</sup>	0	0	0	0	50.0
Occupational illness frequency rate <sup>*12</sup>	0	0	0	0	—
No. of occupational accident or incidents leading to injuries or fatalities <sup>*5</sup>	0	2	2	0	—
No. of fatal occupational accidents	0	0	0	0	—

\*8 : Figures for Marubeni Corporation. We use a survey on occupational accident, executed in 2020 by the Ministry of Health, Labour and Welfare, as a benchmark.

\*9 : Lost-time injuries frequency rate=Lost-time injuries/Total working hours×1 million. The LTIFR is the frequency rate of occupational injury cases that result in one or more days of employee absence, or lost of a part of body or functions.

\*10 : Lost-time injuries severity rate=The number of total work loss days/Total working hours×1 thousand.

\*11 : The number of annual working days lost/The number of employees with an occupational accident.

\*12 : Occupational illness frequency rate=No. of occupational illness/Total working hours×1 million.

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# Health and Productivity Management

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## Policy

### Marubeni Group Health Declaration

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The Marubeni Group has established the following Marubeni Group Health Declaration based on the Marubeni Group Basic Policy on Occupational Health and Safety.

➤ [Marubeni Group Basic Policy on Occupational Health and Safety](#)

#### Marubeni Group Health Declaration

Employees are a vital asset for the Marubeni Group, and their health is of paramount importance. Therefore, the Marubeni Group considers the maintenance and improvement of the health of its employees to be a top management priority.

The Marubeni Group supports employees' success by working to create an environment where each individual can autonomously and proactively take steps to maintain and promote his or her health. These efforts will lead to the growth of the Marubeni Group.

### Map of Health and Productivity Management Strategy

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From health issues that could lead to solutions to management issues, we will ascertain how concrete initiatives connect with regard to the benefits and health maintenance and promotion that are expected, and promote health and productivity management.

➤ For map of health and productivity management strategy, click here. 

# Structures and Systems

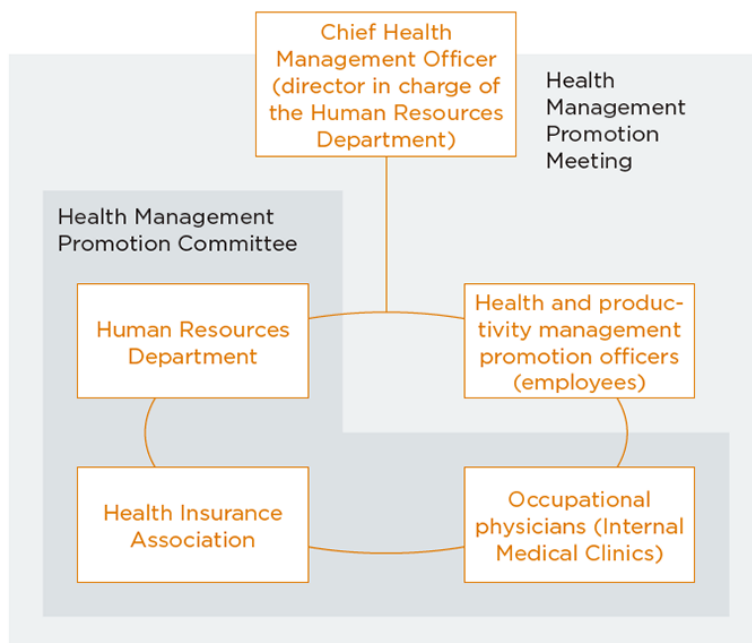
## Marubeni Health Promotion Structure

Marubeni has established the “Marubeni Health Promotion Structure,” under the responsibility of the director in charge of the Human Resources Department. This system promotes health and productivity management through the coordination of four groups: occupational physicians (Internal Medical Clinics), the Health Insurance Association, the Human Resources Department, and health and productivity management promotion officers selected from among the Company’s employees. Representatives of these groups meet at a Health Management Promotion Meeting to review health management measures and discuss future initiatives. The Health Management Promotion Committee, which is made up of representatives from occupational physicians (Internal Medical Clinics), the Health Insurance Association, and the Human Resources Department, meets twice a year to discuss health programs of the Health Insurance Association, various health management initiatives, and other matters relating to occupational health and safety in general.

\* The term “health and productivity management” is a registered trademark of the Workshop for the Management of Health on Company and Employee.

Director in Charge	Mutsumi Ishizuki (Senior Managing Executive Officer, CAO; Chief Operating Officer, Human Resources Dept., Chief Health Management Officer)
Committee in Charge	The Health Management Promotion Committee, Health Management Promotion Meeting
Department in Charge	Human Resources Dept.

### Marubeni Health Promotion Structure



In addition, a legally mandated Health Committee is chaired by the Chief Health and Safety Supervisor (General Manager of the Human Resources Department) and comprises members including health and productivity management promotion officers in each Business Division and the Corporate Staff Group, the Internal Medical Clinics (occupational physicians), and representatives of the labor union and the Health Insurance Association. The committee meets once a month to discuss various issues including health management and health and productivity management initiatives, improving the working environment, measures to tackle long working hours, and countermeasures for occupational accidents.

## Marubeni Health Project Indicators

By establishing metrics and implementing various measures, we will aim for solutions to health issues. To check whether this series of initiatives is leading ultimately to improved employee work engagement, and further to solutions to management issues, we will conduct engagement surveys regularly.

Item	Target
Health checkup rate (Employees working in Japan)	100% each year
Rate of medical checkups (Employees working overseas)	100% each year
Implementation rate of Specific Health Guidance	Year-on-year increase
Rate of employees undergoing Specific Health Guidance	Year-on-year decrease
Smoking rate	Year-on-year decrease
Rate of employees undergoing stress check tests	90% or more each year

\* The implementation rate of Specific Health Guidance and the rate of employees undergoing Specific Health Guidance apply to employees who are 40 years old or older.

\* Employees to undergo Specific Health Guidance are determined by the abdominal size (85cm or higher for men, 90cm or higher for women or by BMI (Weight kg/(Height m)<sup>2</sup>) (25 or higher), in addition to other measurements such as blood sugar, lipids, and blood pressure.

## Initiatives

### Marubeni Health Improvement Project

Under the Marubeni Health Improvement Project, Marubeni continues to implement various initiatives based on four key themes:

1. Improving Health Literacy
2. Strengthening countermeasures against cancer and lifestyle-related diseases
3. Strengthening mental health measures
4. Strengthening initiatives for maintaining and promoting women's health



## 1. Improving Health Literacy

In cooperation with the Health Insurance Association and occupational physicians, Marubeni implements initiatives to improve employees' health literacy.

Measures (Initial fiscal year)	Overview
Establishment and announcement of health-related index (FYE 3/2020)	Set and announced health indicators that the company values as "Marubeni Health Improvement Project Indicators." Utilize the indicators for consistent consideration of measures based on fixed-point reviews.
Participated in corporate actions promoting measures against cancer (FYE 3/2020)	Encouraged cancer screening by distributing pamphlets and displaying posters.
Utilizing health management app (FYE 3/2020)	Improved health literacy of employees and their families using health management app.
Introduced an app for health consultation and doctor/hospital referrals (FYE 3/2020)	Conducted consultations on disease symptoms and health in chat-format and referrals to doctors and hospitals according to the individual's preferences.
Implementing walking events (FYE 3/2019)	Held walking events in conjunction with the health management app. Held in-house award presentation.
Participation rate of regular health checkups (FYE 3/2019)	Strengthening of efforts to achieve 100% participation in regular health checkups. Focused efforts on ensuring participation in legally mandated regular health examinations, which play a significant role in early discovery and treatment of disease. Recommended participation to every employee yet to have a health checkup to achieve 100% participation every year.
Strengthening initiatives to provide healthy menu options at company cafeteria (FYE 3/2019)	Held a health promotion campaign, provided special menu options to support blood donation, and labeled nutritional information.
Conducted health seminars (FYE 3/2018)	Conducted seminars on various topics including sleep, oral healthcare, diet, etc., by outside experts to raise employees' health awareness.

## 2. Strengthening Countermeasures Against Cancer and Lifestyle-related Diseases

Among our measures to maintain and promote health, we focus on countermeasures against cancer and lifestyle-related diseases and are implementing the following initiatives.

Measures (Initial fiscal year)	Overview
Introduction of tumor marker tests (FYE 3/2021)	Added tumor marker tests to the regular health checkups for employees who are 35 years old or older to support the early detection of cancer.
Expansion of cancer screening subsidies (FYE 3/2021)	Expanded screening subsidies for prostate cancer, cervical cancer, and breast cancer to support early detection.
Strengthening anti-smoking measures (FYE 3/2019)	Expansion of smoking cessation treatment cost subsidies, implementation of smoking cessation treatment programs, and introduction of smoking cessation app.
Strengthening measures for employees eligible for Specific Health Guidance (FYE 3/2019)	Provided health and nutrition guidance from occupational physicians, public health nurses, and registered dietitians at our company medical clinic not only to employees aged 40 and above who qualify for Specific Health Checkups but also to junior employees. To improve the rate of receiving guidance, the HR Department recommends that eligible employees receive medical examinations.
Implementation of Sleep Apnea Syndrome (SAS) treatment program at company medical clinic (FYE 3/2018)	Started sleep apnea syndrome screening and treatment at our company medical clinic.
Implementation of three-month intensive program (FYE 3/2018)	Ran a program aimed at improving lifestyle and exercise habits. In addition to a total of eight lectures and exercises, the program aims to eliminate metabolic syndrome through daily dietary guidance and exercise. The percentage of employees who maintained an appropriate weight was 67.1% in FYE 3/2019, 66.8% in FYE 3/2020, and 69.9% in FYE 3/2021.
Introduced fully subsidized brain checkups (FYE 3/2016) and comprehensive medical checkups (FYE 3/2015)	Fully subsidized comprehensive medical checkups for employees in the fiscal year in which they reach ages 35, 40, 45, 50, and 55, as well as brain checkups for employees in the fiscal year in which they reach ages 45, 50, and 55. (Implemented ongoing partial subsidy for comprehensive medical checkups for employees aged 35 and over, aside from at the ages specified above.) Also began offering fully subsidized comprehensive medical checkups and brain checkups for employees who have retired at the mandatory retirement age.
Strengthening health guidance from registered dietitians (FYE 3/2011)	Established a system for registered dietitians to provide specialized nutritional management and guidance, etc., at our company medical clinic.
Strengthening health guidance from public health nurses (FYE 3/2009)	Established a system for public health nurses to provide individual health guidance and consultations, etc., at our company medical clinic.
Introduction of H. pylori testing (FYE 3/2009)	Added H. pylori test to health examination to enhance early detection of and treatment for diseases such as stomach cancer.
Implementation of Hepatitis B and Hepatitis C testing (late 1990s)	Added viral hepatitis testing to health examination to enhance prevention and early detection of cirrhosis and liver cancer.

### 3. Strengthening Mental Health Measures

Marubeni recognizes mental health as an important issue for improving occupational health and safety and is taking the following measures for employees and their families.

Measures (Initial fiscal year)	Overview
Introduction of support services to assist employees returning to work who have had mental health issues (FYE 3/2019)	Provided support for employees returning to work who have had mental health issues through counseling before and after their return.
Expansion of Employee Assistance Program (EAP) services; promotion of EAP service use; trial counseling implementation (FYE 3/2019)	Offered counseling sessions on a trial basis to all new employees and newly appointed junior managers in order to raise awareness of EAP services and strengthen self-care and line care. Also, provided self-check and mental health study programs and articles on the intranet to promote accurate knowledge and awareness of mental health care and to assist employees in monitoring their own mental condition.
Implementing stress checks (FYE 3/2017)	Conducted stress checks for employees at all offices in Japan and overseas (including seconded employees), including offices where there is no legal requirement.
Introduction of EAP services (FYE 3/2007)	Established consultation desk at our company medical clinics and in the HR Department. Established external counselor consultation desk, available to employees and their families on a 24-hour, year-round basis.
Expansion of examination times for mental health outpatients at company medical clinics (FYE 3/2007)	Increased number of examination times for mental-health related outpatients from one to two a week.
Mental health care-related training (FYE 3/2007)	Conducted training related to mental health care for new employees, line managers, employees posted overseas and their families. Created and distributed a manual with information about mental health care and consultation desks.

### 4. Strengthening Initiatives for Maintaining and Promoting Women's Health

Marubeni recognizes maintaining and promoting women's health as an issue to be addressed and will strengthen the following initiatives going forward.

Measures (Initial fiscal year)	Overview
Introduction of tumor marker tests (FYE 3/2021)	Added tumor marker tests to the regular health checkups for employees who are 35 years old or older and supported the early detection of cancer.
Expansion of subsidies for cervical and breast cancer screening (FYE 3/2021)	Expanded subsidies for cervical and breast cancer screening and supported the early detection of cancer.
Implementation of seminars to raise literacy regarding maintaining and promoting women's health (FYE 3/2019)	Held seminars by external experts to increase awareness of all employees regarding maintaining and promoting women's health.
Establishment of dedicated health consultation desk for women (FYE 3/2019)	Established a consultation desk for women's health issues.
Dissemination of articles on "Maintaining and Promoting Women's Health Maintenance" to all employees (FYE 3/2019)	Used company-wide notification system to spread knowledge about maintaining and promoting women's health to all employees.

## Other Initiatives

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### Managing Working Hours and Encouraging Use of Vacation Time

The Marubeni Group has established guidelines on working hour management in order to realize sustainable growth through improved productivity and a working style that takes into consideration the safety and health of employees. The guidelines specifically stipulate for working hours to be compliant from the perspectives of observing labor-management agreements under Article 36 of the Labor Standards Act, eliminating long working hours, and properly managing working hours. The guidelines also stipulate those in management and supervisory roles outside the scope of working hour management to track working hours in order to ensure occupational safety (i.e. health management). In addition, Marubeni holds individual interviews with departments that consistently register long working hours and takes steps to reduce chronic long working hours.

Marubeni encourages employees to maintain and improve their health and seeks to ensure that employees have good mental health and physical condition to efficiently produce high-quality results. To this end, in addition to annual paid holidays, the Company also offers its own unique special leave systems, such as all-season special leave, family support leave, and recharge leave. Every employee is encouraged to concentrate fully on work during work hours and to take time to fully relax during vacation periods.

### Measures to Combat COVID-19 Infection

Our number one priority is to ensure the safety and health of our employees and stakeholders, and we are striving to achieve a balance between the prevention of the spread of infection and our business activities by thoroughly establishing appropriate behaviors and working environments. Based on the policies and guidelines set forth by the government and local authorities, we have established and made known to all employees our policies regarding attendance at work, business trips, dinners, and so forth, and in the event of an outbreak of illness or infection among employees, we place the highest priority on preventing the spread of infection.

### Establishment of Company Medical Clinics

The company medical clinics at the Tokyo Head Office and Osaka Branch play an important role in promoting health management. At the Tokyo Head Office medical clinic, specialist departments for internal medicine, dermatology, radiology, neuropsychiatric, and dental services are available for employees at any time. Regular annual and specified health examinations are conducted by the company medical clinics, and based on the results, employees can receive follow-up services including re-testing and other treatment for lifestyle diseases, as well as health guidance from an occupational physician, public health nurse, or registered dietician.

### Initiatives on Global Health Issues

Marubeni is expanding its business globally around the world. HIV/AIDS, tuberculosis, and malaria are serious problems in some of these countries/regions.

We take appropriate and timely measures against infectious diseases such as HIV/AIDS, tuberculosis, and malaria, overseas and in Japan. Overseas, we strive to collect information and understand the situation regarding the outbreak and spread of infectious diseases in collaboration with occupational physicians, based on information provided by the WHO and local authorities, and on-site surveys. Employees and their families receive health examinations prior to travel overseas, as well as vaccinations against infectious diseases that pose a risk at overseas postings. Furthermore, when employees based in Japan travel to areas where there is a high risk of infection, they are given appropriate cautions and business trips are restricted if necessary.

In Japan, we offer vaccinations against influenza to all employees, and our company medical clinics offer vaccinations against infectious diseases such as measles, rubella, and mumps. Furthermore, the Health Insurance Association subsidizes employee vaccinations at external medical institutions.

### Initiatives of Group Companies

Maynilad Water Services, Inc. ("Maynilad"), which provides water and waste water services to the West Zone of the Metropolitan Manila area in the Philippines, has been conducting programs on health issues, measures to prevent infections, and hygiene education for its employees and local residents.

For its employees, Maynilad provides opportunity of regular physical examinations, in addition, care for their monitoring after physical examination results. From 2009, Maynilad has provided vaccination at reduced price each year for influenza, pneumonia, hepatitis A and B, meningitis, chickenpox, rabies, tetanus, cervical cancer, etc., and in 2020, it vaccinated 2,563 employees and family members. Furthermore, it carried out 9,917 antibody tests in total for its employees and employees of contractors engaged in construction to prevent the spread of COVID-19.

On-site employees engaged in waste water service were also provided with rabies and tetanus vaccinations, free of charge.

Education programs for local residents, who are the customers of Maynilad, to deepen their understanding of the importance of hand-washing and maintaining a hygiene environment have also been conducted, while disinfectant alcohol, gloves, masks, etc. were donated to 14 school districts covering 975 public schools.



Lectures to residents of our service area



Lectures to residents of our service area

> [Click here to view Maynilad's initiatives](#) □

## Support for Expatriates and Their Families

Currently, there are approximately 900 Marubeni employees and around 650 of their family members living overseas on assignment from Japan. Ensuring the health of employees and their families is essential for enabling expatriates to perform at their best.

Before and during overseas assignments, we conduct health examinations and training for employees and their families to get an accurate appraisal of their health status and to raise their awareness about disease prevention and health maintenance. We place particular emphasis on health examinations to achieve prevention and early treatment of diseases, and in addition to the legally mandated examination for employees assigned overseas, we require each employee to undertake annual health examinations during their assignments. We aim to achieve 100% participation by following up on employees who have not had their examinations. We also offer annual health examinations and examinations after repatriation to accompanying family members. If health examination services are not available at the overseas assignment location, our system for subsidizing travel to a nearby area with advanced medical facilities or to Japan ensures peace of mind for our employees. We encourage both employees and their families to consult with occupational physicians regarding examination results and their daily health status.

In the event of a dramatic outbreak of COVID-19 or a rapid deterioration of the medical environment in a foreign country, employees and their families posted to the country concerned will be repatriated as necessary.

We have systems in place to transport people to a nearby area with advanced medical facilities or Japan in the case of an emergency so that they can receive the necessary treatment. We also partner with specialist organizations to provide nursing care support for employees' family members living apart from them in Japan.

## Initiatives on Crisis Management

We recognize that people at every business site of the Marubeni Group in Japan and overseas are exposed to various risks, including acts of terrorism, natural disasters, civil unrest, robbery, traffic accidents, aviation accidents, injury, and disease. In particular, we have positioned crisis management at overseas locations as a highly important Company measure. When an incident occurs, we make the safety of employees and their families our primary concern. As such, we strive to foster everyday awareness of crises, and we have established a permanent Overseas Crisis Management Headquarters that is able to respond immediately should a crisis occur.

Specifically, the Overseas Crisis Management Headquarters has prepared a manual summarizing crisis management measures, such as initial actions to be taken in the event of a crisis, and conducts crisis management training for employees who are assigned overseas and their accompanying family members. We have a system in place for gathering and analyzing the latest public security information from areas around the world and share it with the relevant people. In the event of an emergency, we have established a system in which relevant parties can centrally manage information and make timely and accurate decisions and actions in cooperation with overseas bases.

## Data

### Regular Health Check-ups and Stress Check Tests

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Participation in regular health check-ups in Japan (legally mandated)	99.2%	99.7%	99.0%
Participation in regular health check-ups overseas	92.0%	81.0%	63.1%
Number of Stress Check Tests respondents (response rate)	89.4%	91.9%	91.6%

### Training and Education in Health Management

Program	Outline	Number of participants (FYE 3/2019)	Number of participants (FYE 3/2020)	Number of participants (FYE 3/2021)
Package program for new graduates	Lecture by head of the medical clinic on "safety and health management"	121	105	115
Mental health	Lecture by head of the medical clinic on "working hour management, health management, and mental health care" from the perspective of developing subordinates	166	94	210
Training for new GM for Dept.	Lecture on "working hour management, health management, and mental health care"	24	34	25
Promoted training for Administrative track (upper tier)	Lecture on "working hour management, health management, and mental health care"	22	15	12
4th-year training for Career track* <sup>1</sup>	Lecture on "working hour management, health management, and mental health care"	99	96	0
4th-year training for Administrative track* <sup>1</sup>	Lecture on "working hour management, health management, and mental health care"	25	37	0
Career development	Lecture on "health management"	182	190	47

\*1 : The Program was suspended in FYE 3/2021 due to COVID-19 pandemic and postponed to FYE 3/2022 with anti-COVID-19 measures.

Social

# Responsibility to Customers

| Policy ▾ | Structures and Systems ▾ | Initiatives ▾ | Collaborating with Stakeholders ▾ |

## Policy

### Policy on Responsible Advertising and Marketing

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In accordance with the spirit grounded in “Fairness, Innovation and Harmony,” the Marubeni Group is proudly committed to social and economic development and safeguarding the global environment by conducting fair and upright corporate activities. As such, Marubeni carries out responsible advertising and marketing activities. Through public relations, we build relationships of trust with our stakeholders, and by keeping an open mind and an ear to the ground, we will respond to the needs of society through our business activities.

#### Advertising

In order to convey the proper brand image to our stakeholders, we have established internal regulations for responsible advertising. In particular, in accordance with the Marubeni Group Compliance Manual, the expressions used in and the content of Marubeni Group advertising must give due consideration to such issues as slander, discrimination, exaggeration, religious or political beliefs, the environment, third party private information, personal information and intellectual property rights.

#### Marketing

We take sufficient consideration not to include misleading expressions in our marketing. We conduct our marketing activities in a fair and transparent manner, respecting the rights of our customers. In practicing this, we have established an implementation system that reflects the Marubeni Group Compliance Manual and other internal regulations.

### Policy on Initiatives for Food Safety and Reliability

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In the Food Business, the Marubeni Group supplies a wide range of products to meet the increasingly diverse needs of the times. In a number of our businesses, through our ownership of manufacturing and processing facilities, we have built an extensive value chain stretching from raw material procurement to delivery of products and services to consumers. In this way, we are contributing to food safety and reliability, while addressing nutrition issues by providing food products with outstanding functionality.

### Policy on Environmental and Social Initiatives in the Real Estate Business

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The Marubeni Group’s business activities contribute to solving environmental and social issues with the aim of providing people with comfortable places to live.



For the environment, in design, construction and property management, we not only apply existing environmental measures, but also take steps to improve energy efficiency and energy-saving performance in materials procurement as well as our various facilities and systems. In this way, we are helping to realize a low-carbon society and curb global warming.

For society, in every aspect of design, construction, and property management, we build relationships with tenants, the region, and communities, working together with them to tackle social issues. In urban redevelopment projects, we cooperate with stakeholders to create neighborhoods that contribute to the local community as a whole, thereby contributing to sustainable regional development.

## Structures and Systems

### Compliance System for Ensuring Safety and Reliability of Processed Food Products and Beverages

Marubeni strives to keep up with industry trends, including through membership of the Association for the Safety of Imported Food, Japan and the Japan Food Hygiene Association. At the same time, to improve our technology, we have been working in partnership with an external specialist organization since 2004, accumulating expertise on food safety and hygiene management. In particular, to ensure the safety of imported agricultural, livestock, and marine produce, as well as processed food products, we gather information and check safety ourselves. Furthermore, depending on product characteristics and risks, we may have external specialists perform plant inspections of local suppliers.

If a food safety-related incident does occur, we have systems in place to implement immediate response measures in communication with relevant government agencies and suppliers. These initiatives help to build awareness of food safety among overseas suppliers, leading to the improvement of safety measures throughout our supply chain.

#### System to Control Supplier Risks

Marubeni considers “protection of consumer health” and “ensuring the safety and reliability of foods” as its highest priorities in the food business. To this end, we utilize our unique supplier management form, the “Supplier Checklist,” to mitigate risks, as part of our efforts to ensure food safety and control our food supply chain. Specifically, we identify risks of suppliers meeting certain conditions from the standpoint of related laws and food safety, failure to deliver, human rights violations, the environment, and other factors.

#### Number of Supplier Checklists Submitted

FYE 3/2017	FYE 3/2018	FYE 3/2019	FYE 3/2020	FYE 3/2021
41	29	21	49	56

#### Food Plant Inspections by External Specialist Organizations

When importing various foods and grains from around the world, Marubeni requires a certain level of quality and hygiene control from the supplier food plants. To commence transactions, we will dispatch inspectors from an external specialist organization, which has been commissioned, to the food plant to carry out inspections comprising numerous checkpoints relating to quality, hygiene control, and other factors. The system has been designed so that if the plant does not meet the acceptability criteria, transactions cannot commence until improvements are made based on the inspection findings and the criteria are met through repeated inspections.

Even after the commencement of transactions, we focus on food safety, by conducting regular inspections once every two to three years, in addition to carrying out inspections when changes are made to manufacturing lines or manufacturing methods, or when complaints exceeding a certain level are received.

**Number of Inspections of Food Plants**

	FYE 3/2017	FYE 3/2018	FYE 3/2019	FYE 3/2020	FYE 3/2021
Domestic plants	25	32	27	16	5
Overseas plants	11	17	16	16	9
Total	36	49	43	32	14

**Managing the Risk of Residual Pesticide in Agricultural Produce and the Traceability Management System**

Measures to reduce the risk of residual pesticide used in agricultural produce is one of Marubeni's priority issues. To ensure that residual pesticide in imported agricultural produce does not exceed the residual pesticide standards set in the Food Sanitation Act, an inquiry is conducted and internal approval is obtained prior to the commencement of transactions.

In the inquiry, we use the "Agricultural Produce Traceability Sheet" to identify the farmer and the pesticides and conduct onsite surveys of the surrounding farmland (to monitor the crops being cultivated and the pesticides being used), as well as carry out general inspections through a sampling of residual pesticide, etc. And transactions will commence only after the results of this inquiry are verified by a pesticide expert commissioned by Marubeni and confirmation is given that the risk of residual pesticide is low.

**Number of Agricultural Produce Traceability Sheets Submitted**

FYE 3/2017	FYE 3/2018	FYE 3/2019	FYE 3/2020	FYE 3/2021
32	11	6	13	8

**Training to Ensure Food Safety and Reliability**



To ensure that employees receive appropriate training and that relevant information is shared, the food related Divisions hold internal Group training for all newly assigned employees twice annually, and quarterly Group compliance liaison meetings with Group companies. We also hold seminars once or twice annually on selected topics and issues related to food safety, such as ensuring the safety of food product imports. Group companies and suppliers were invited to participate in the seminar as part of our efforts to raise awareness of food safety.

## Initiatives

**Initiatives for Functional Ingredients**

As an example of our initiatives on food safety and reliability, at Group company Toyo Sugar Refining Co., Ltd. we produce and sell various types of sugar, as well as functional ingredients such as Rutin and Hesperidin that can be used in food products, beverages, supplements, and cosmetics.

We will proceed to develop new products, making full use of our proprietary enzyme processing technologies and accumulated expertise, while addressing nutrition issues through the sale of these functional ingredients.

- > [Overview of Rutin](#) 
- > [Overview of Hesperidin](#) 

## Principles for Responsible Investment (PRI) Signed by Asset Management Company

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Japan REIT Advisors Co., Ltd. (JRA), a Marubeni Group company in the real estate asset management business, has been conducting the investment management for United Urban Investment Corporation (UUR). In November 2018, JRA signed the Principles for Responsible Investment (PRI), and became a PRI signatory.

[Click here for details on PRI](#)

➤ [News Release: Japan REIT Advisors Co., Ltd. Recognized as a Principles for Responsible Investment \(PRI\) Signatory](#)

As a comprehensive J-REIT, UUR aims to reduce various risks and secure medium- to long-term stable earnings by making real estate investments spanning diverse uses and locations that are not limited by purpose or area. UUR is also working to improve sustainability through environmental, social and governance (ESG) considerations for sound management that can coexist with society and the natural environment. When considering real estate investments, JRA carefully examines the impact on the environment (asbestos, soil contamination, etc.), tenants (antisocial forces, work environment, etc.), and neighborhood (relationship with the community, traffic volume as a result of the relevant properties, etc.), in addition to the profitability. JRA has earned third-party environmental performance evaluations such as CASBEE (Comprehensive Assessment System for Built Environment Efficiency) through analyses not just at the time of acquisition, but also for efforts to improve the environmental performance after acquisition as well. As a result of these initiatives, as of 2020, JRA has earned the Green Star (the highest award) for six consecutive years in the survey for the Global Real Estate Sustainability Benchmark (GRESB), the annual benchmark that assesses sustainability practices in the real estate sector.

UUR and JRA will continue to make further efforts to achieve asset management that considers ESG in the future.

➤ [Click here to view the "United Urban Investment Corporation" web site.](#) 

➤ [Click here to view the initiatives for ESG.](#) 

➤ [Click here to view the "Japan REIT Advisors Co., Ltd." web site.](#) 

## Collaborating with Stakeholders

### Collaboration with Business Partners to Recycle Food Waste and Reduce Resource Usage

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With the aim of realizing a recycling-based society, the Marubeni Group is promoting recycling of food waste and reduction of resource usage through collaboration with its business partners (waste generators, processors, consumers, etc.). We continuously supply recycled feedstuff made from the inedible parts of marine/livestock products and food production by-products to formula feed manufacturers. Additionally, products made from livestock and fish fed with formula feed are sold to general consumers through Marubeni Group sales channels. Through these efforts, Marubeni realizes a recycling loop. We also collect waste edible oil from business activities such as supermarkets and convenience stores. Purified oil and fat made with this oil are supplied to chemical manufacturers as raw material for resin, paint, soap, etc.

Social

# HR Management

| Policy ▾ | Initiatives ▾ | Data ▾ |

## Policy

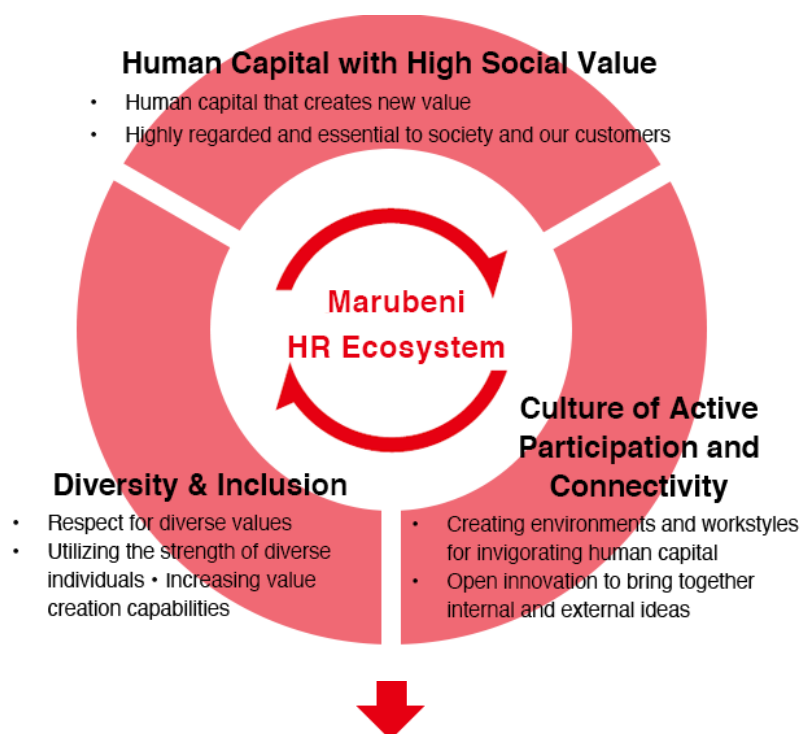
### GC2021 Group Human Resources Strategy

#### Marubeni HR Ecosystem

For Marubeni, we regard human capital as our most valuable asset. This is the thinking behind the “Marubeni Group HR Strategy,” which is included in the Medium-Term Management Strategy GC2021. The goal is to create a “Marubeni HR Ecosystem” that promotes the involvement of each Marubeni Group employee to create new value as part of the “Global Crossvalue Platform”.

The key terms here are “Human Capital with High Social Value,” “Diversity & Inclusion,” and a “Culture of Active Participation and Connectivity.” We aim to build the “Marubeni HR Ecosystem” as a place where “Human Capital with High Social Value” creates new value, “Diversity & Inclusion” increases value creation, and a “Culture of Active Participation and Connectivity” provides open innovation in order to bring together internal and external ideas.

In order to achieve this goal, we are conducting comprehensive reforms of our HR systems to further strengthen alignment with management strategies, to construct a framework where diverse human capital can develop and thrive, and to promote the creation of opportunities for establishing connections that transcend companies and organizations.



## HR System Reforms

### Mission-oriented HR system

- **Alignment with strategy**

New annual review system for grade and remuneration based on the role and contribution of employees as defined by their organization's respective missions, which reflect the organizational strategy (for managerial-track employees)

- **Performance-oriented and challenge-driven**

Ensure that remuneration is performance-oriented and market-valued and encourage employees to take on challenges towards larger-scale missions that develop human capital and execute strategy.

### Utilization of diverse talent

- **Diversity in recruitment**

Promote diversity in recruitment: open calendar graduate recruitment, recruiting more leaders and people for specific jobs, aim for 40-50% female employee recruitment.

- **More flexible workstyles and careers**

Provide workplaces designed to realize the potential of every individual by increasing flexibility for working hours and location and creating area-specific pathways for career-track positions.

### Open innovation approach

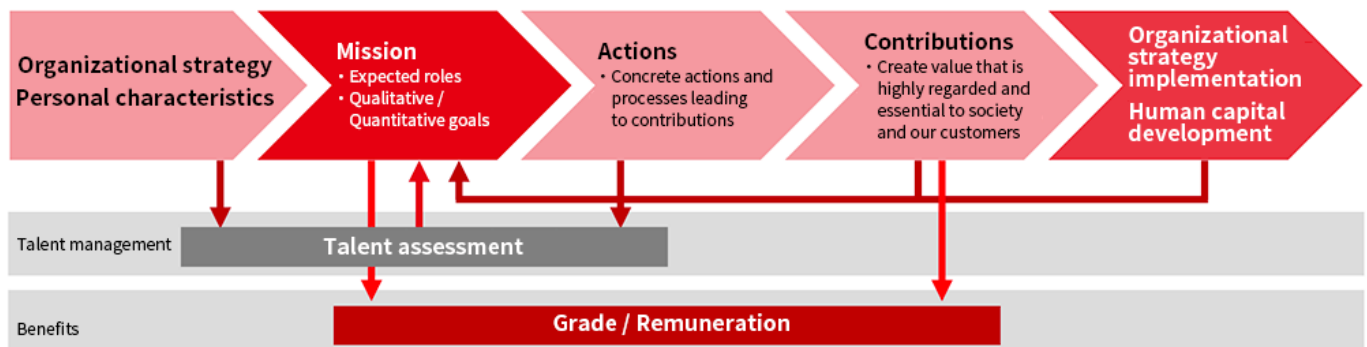
- **Talent that crosses over individual companies and organizations**

The job-matching system based on internal and external recruitment/transfer programs was expanded. To promote value creation by bringing together diverse ideas, the 15% Rule, which allows employees to become involved in work from different divisions, and the Crosshelp initiative, which sources short-term assistance internally, were introduced. To incentivize helping other divisions through added bonuses, the Crossvalue Coin initiative was introduced.

## HR Systems Centered on Mission

### Missions based on "implementing organizational strategy" and "developing human capital"

- Pursuing improvement of long-term corporate value is realized by implementing strategies in each organization.
- Enhancing the ability of the organization to implement strategies by assigning missions according to ability and particular attributes and increasing human capital contributions.
- Promoting the growth of human capital and increasing social value by boldly challenging larger missions that contribute to strategy implementation and working hard together.



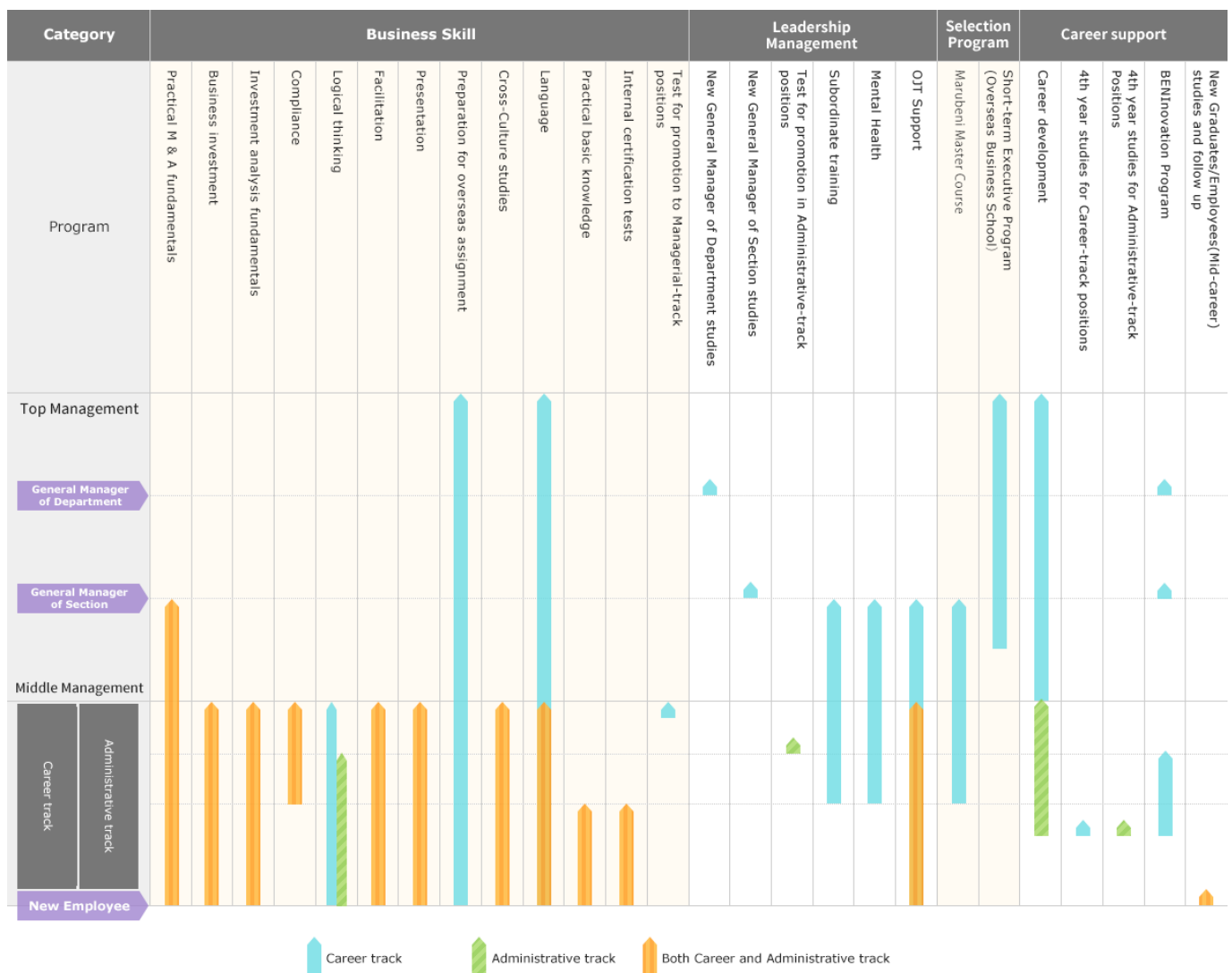
# Basic Policy on HR Development

In order to train individuals who can succeed globally, personnel development is being enhanced through both on-the-job (main focus) and off-the-job training (supporting function).

For on-the-job training, assignment initiatives are being implemented, including promoting onsite experience and recommending overseas assignments for junior employees early in their careers to develop professionalism.

For off-the-job training, a review of the company-wide training system was conducted starting in FYE 3/2017. As a result, the Marubeni Global Academy (MGA) has been improved and enhanced as the support function to achieve the Marubeni Group's HR Strategies. Implementing the MGA programs on a global Group level will help to promote employee self-improvement efforts and to strengthen the HR capacity of the entire Marubeni Group.

## Marubeni Global Academy



## Initiatives

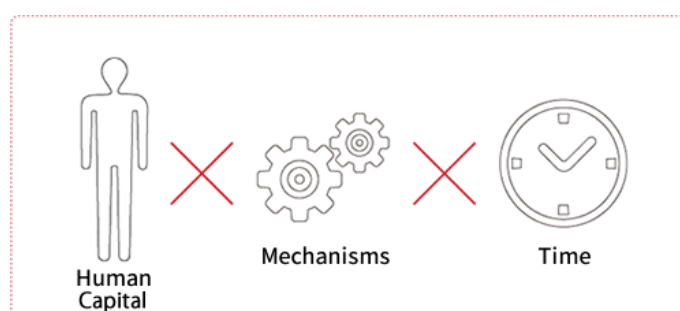
### Individual Learning Support System

We are introducing an individual learning support system to further motivate employees to pursue self-directed learning. By supporting ability development and the acquisition of knowledge and experience that cannot be obtained solely through work, this system aims not only to bring diversity and new added value to the company, but also to enhance the sense of fulfillment among motivated employees. The company has a track record of 20 to 30 cases per year of supporting employees who have acquired qualifications to become Small and Medium Enterprise Management Consultants and Certified Public Accountants. For distance learning support, a total of more than 1,500 people have used online learning services related to business.

### Promote Work Style Reforms

#### Surpassing our Traditional Framework

In order to promote a workstyle that will enable us to grasp the needs of our ever-changing society and clientele, to devise solutions that fit with the times, and to create new distribution channels, Marubeni is working on a number of new initiatives from FYE 3/2019 that operate from the main themes of "Human Capital," "Mechanisms," and "Time."



#### "Human Capital"

The personnel who will be responsible for the future of Marubeni must not only be professionals in a particular product field. They should also be able to grasp social and customer issues with a multifaceted perspective that goes beyond the scope of the business and have the mindset to imagine a solution by taking full advantage of the diverse business infrastructure (platforms) of the Marubeni Group. Therefore, the measures outlined below have been initiated to promote the development of such human capital.

#### "Marubeni Academia"

This is a program where Marubeni Group employees from around the world with diverse careers and personalities are brought together to think about and discuss innovation. The goal of this program is to generate practical innovation through intensive thought and discussion.

#### "External Personnel Exchange Program"

This is a program targeting employees who are future candidates for management and executive positions at Marubeni. The employees are dispatched to leading companies in various industries, such as finance, consulting firms, and manufacturing for a few years to achieve results while working on the front lines. In addition to building a network of connections outside Marubeni, this program also promotes the development of personnel with an outside perspective, the ability to identify values/functions that have not been delivered thus far, and the ability to use insights gained to develop new businesses.



**“Triangle Mentor”**

Three people of different ages and from different departments form a trio and regularly communicate to form connections that transcend one's organization and generation, to share experiences, to further mutual understanding of different values and ways of thinking, and to build a foundation for new employees.

**“New Business Attire Guidelines: “Self-Biz””**

As an initiative to foster a culture of autonomous thinking and conduct, “Self-Biz” has been introduced. This is a policy that allows each employee to select the business attire that they personally feel is appropriate, based on guidelines that define minimum requirements while discarding the categories of business vs. casual.

**“Mechanisms”**

The following measures are being implemented as mechanisms to promote innovation that transcends the vertically segmented product system of an organization.

**“Business Model Canvas”**

This is a mechanism used to present the Marubeni Group operating assets and business models visually. Sharing this with all employees encourages new value and asset synergies and the creation of new businesses.

**“Idea Box”**

This mechanism enables all Group employees to contribute proposals related to business improvements and new business ideas.

**“Innovation Sessions”**

For those wishing to learn the processes for innovation, this program includes about four months of field work during which a total of five days of sessions are held about once per month. Each participant creates a new business proposal from scratch and learns how to innovate from the issue discovery process and how to formulate projects.

**“Time”**

No matter how well people and mechanisms have been prepared, without time it is not possible to start something new. For this reason, the following initiatives are being implemented.

**“Business Improvement Project”**

A comprehensive review is being conducted on in-house business practices, such as reducing internal paperwork requirements.

**“15% Rule”**

This measure makes it possible for employees to allocate up to a maximum of 15% of their work hours in activities aimed at developing business that will help to increase the value of the Marubeni Group. This rule aims to create an environment for each employee that makes it easier to search for and discover new solutions for customers and society by making use of the Marubeni Group's networks, business models, knowledge and human capital.

**“Work from Anywhere”**

A “Work from Anywhere” policy, aimed at raising the performance of the entire organization, has been adopted to encourage each employee to achieve greater quality, speed, and volume of output through increasing workplace options such as working from home and encouraging more effective time utilization.

## Communication with Employees

### Communication between Management and Employees

To encourage unity at Marubeni, internal meetings are regularly held with the aim of encouraging communication between co-workers and between management and employees. In FYE 3/2021, a total of 46 meetings were held. By continuing to provide opportunities for direct dialog between management and employees, we will further energize and deepen communication within the Company.

### Engagement Survey

Marubeni defines engagement as “a relationship in which individuals and the organization come together to contribute to each other’s growth.” In order to encourage improvement of organizational management and various organizational systems and to build a vibrant workplace, this survey measures the engagement score of its employees. The most recent survey in June 2019 had a response rate of about 94%\*1 and the scores have improved overall compared to the previous survey (2018). The survey results indicated the Company’s strengths, particularly in “support actions” such as immediate managers counseling team members and listening to their ideas and opinions. We will continue to reinforce the Company’s strengths identified in the survey results as well as carry out improvements of issues through various measures.

\*1 Gender breakdown of the response rate: Male 94.8%, Female 93.5%

### Relationship with the Labor Union

The Marubeni Employees’ Union was established in 1949. As of March 31, 2021, it has 2,755 members, or about 63% of our employees. The Company and the Marubeni Employees’ Union share common goals such as improving the prosperity of the Company and the socioeconomic status of all employees. Both parties respect each other’s positions and engage in honest dialogue in order to build good labor-management relations. In FYE 3/2021, 15 meetings were held, including management-union discussions with the CEO and other senior management members, various collective bargaining meetings, and committee meetings. In addition, the Company and the Marubeni Employees’ Union actively promote joint activities to introduce and implement systems and measures related to developing the working environment.



Chiharu Momoi, Chairman of the Marubeni Employees’ Union

#### From the Marubeni Employees’ Union

The Marubeni Employees’ Union aims to foster a company environment where each employee of the Marubeni Group can perform to their potential and both the company and employees can nurture sustainable growth. To achieve this, the company’s most important asset is “human capital.” Our employees create additional value, which is built on a foundation of diligent and mutual effort to make Marubeni better and contribute to society. Through dialogues with management (such as management-union discussions), the Marubeni Employees’ Union addresses all management issues by connecting individuals beyond their organizations, gathering company-wide knowledge, and integrating diverse values and then proposing solutions to the Company. In this way, the Marubeni Employees’ Union strives to resolve issues in an optimized and holistic fashion. At the same time, by expanding our network with other labor unions that share the same issues, we aim to become an organization that can lead the company in providing value to society as a whole.

## Data

### Employee Development Data

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Number of participants trained per year	4,708	4,326	25,188
Total number of training days per year	10,697 days	9,774 days	23,393 days
Total number of training hours per year	78,000 hours	71,000 hours	170,000 hours
Annual training hours per employee	18 hours	16 hours	39 hours

\* Data for training programs provided by the Human Resources Department aggregated for the period FYE 3/2019 to FYE 3/2020.

\* From FYE 3/2021, training programs provided by Corporate Staff Departments/Business Groups and company-wide e-learning programs are also included in the above aggregated data.

Social

# Diversity Management

Policy ▾ | Structures and Systems ▾ | Initiatives ▾ | Data ▾

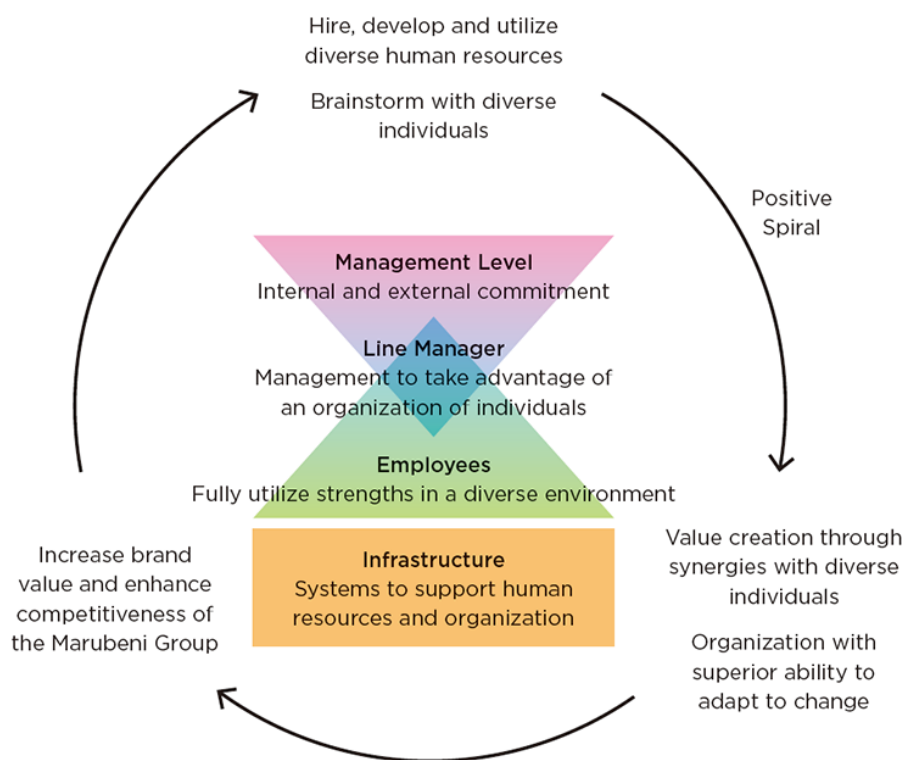
## Policy

➤ [Click here for more details on the GC2021 Group Human Resources Strategy](#)

## Structures and Systems

### Marubeni Diversity Management

**Our Goal: A Strong Marubeni Group in Which Diverse Individuals Play Active Roles**



#### The Role of the Management Level

Foster a culture of respect for diversity and a strong sense of unity by believing that the active participation by diverse individuals is the source of strength for Marubeni for achieving goals and practicing its management philosophy, and making the commitment to realize this both internally and externally.

#### The Role of Line Managers

Understand the strengths of each subordinate and manage them to best utilize these strengths in order to maximize the performance as an organization.

#### The Role of All Employees

In every situation, respect the diverse strengths of other members, and make full use of your own strengths to achieve the goals of the organization.

#### Infrastructure

Systems that form the foundations for diversity management (employee compensation, human resource development, work-life balance related, etc.).

# Initiatives

## Empowering Female Employees

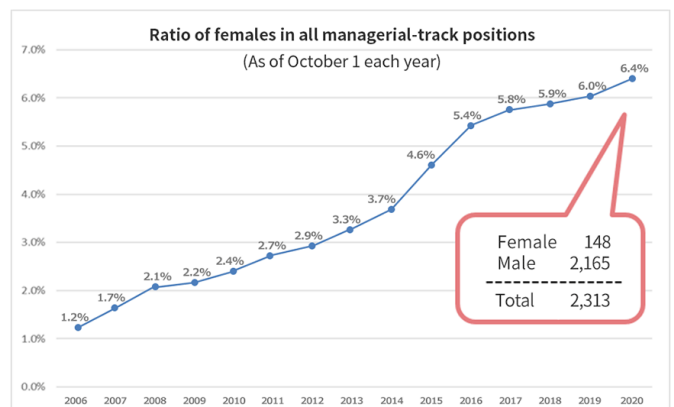
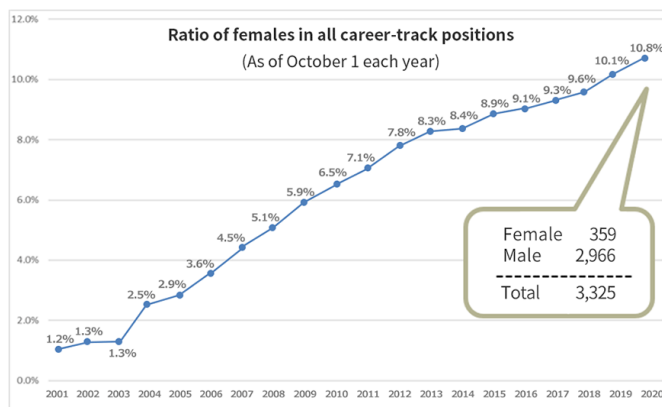
Marubeni is working to strengthen recruitment and training of women for career-track positions, to dispatch them overseas proactively, and to create an environment where they can play an active role regardless of life events. As of October 1, 2020, there are 359 women (10.8% of all career-track positions) working in Japan and overseas. Many women in this track are either relatively junior or mid-career and are expected to play an even more active role as candidates for future managerial positions.

In addition, in accordance with the Act on the Promotion of Female Participation and Career Advancement in the Workplace, we have formulated Phase 2 of the General Employer Action Plan for the next five years starting from April 1, 2021. Under this action plan, we have set targets for the ratio of new female graduates hired for career-track positions, the ratio of female employees in all career-track positions, the ratio of female employees in all managerial-track positions, and the ratio of employees who take annual paid leave, and we will focus further on encouraging the success of women in the workplace.

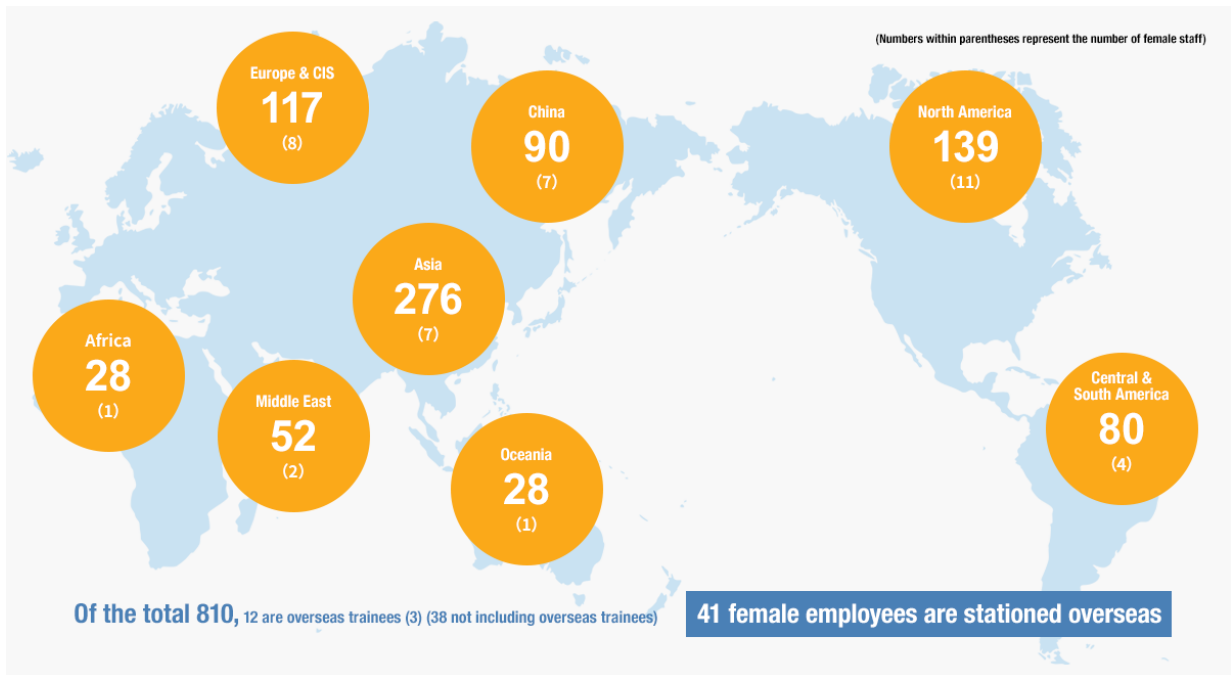
### Action Plan for Empowering Female Employees (Phase 2: April 1, 2021–March 31, 2026)

- [Click here to view Action Plan \(Japanese only\)](#)
- [Ministry of Health, Labour and Welfare Database \(Japanese only\)](#)

[Goals]	<p>I. Providing equal opportunities for women</p> <ul style="list-style-type: none"> <li>• Ratio of female new graduates hired for career-track positions will be raised from the current 20-30% to around 40-50% within three years (by April 1, 2024).</li> <li>• Ratio of females in all career-track positions will be at least 15%.</li> <li>• Ratio of females in all managerial-track positions will be at least 10%.</li> </ul> <p>II. Establishing an environment conducive to balancing work and family life</p> <ul style="list-style-type: none"> <li>• Increasing the annual paid leave utilization rate to at least 70%.</li> </ul>
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**Employees Posted Overseas (As of April 1, 2021)**



**BENInnovation Program**

Diversity is upheld as one of the Group’s HR strategies in the Medium-term Management Strategy GC2021. While the diversity targeted by Marubeni is not necessarily focused on gender, conscious efforts toward female employee development have become one of the key issues, amid expectations for the further advancement of women. We have been implementing the “BENInnovation Program,” a program that primarily targets early to mid-career female career-track staff and their immediate managers, to encourage these staff to take on greater challenges and to strengthen diversity management. Starting from FYE 3/2020, certain programs have been opened to all employees who wish to participate, regardless of gender or position.

“Kick-off Sessions” for early to mid-career female career-track staff and their immediate managers	“Career Sessions” for early-career female career-track staff
Keynote lectures on the essence of management that promotes diversity, the necessity of changing the mindset of female employees, and changing the awareness of female employee’s immediate managers, etc.	Group work to envision a more proactive career by playing a role as future managerial-track staff and taking into account future life events

With the increasing number of dual-income households and diversified workstyles and family situations, the Company is implementing measures to provide the necessary support and environment for employees who will be posted overseas and will be accompanied only by their children. By doing so, the Company ensures that the right people can be placed in/promoted to the right positions in the right places and that these individuals can achieve ongoing career and skills development. Specifically, we provide support to ensure overseas postings are trouble-free and help to prepare a suitable environment for overseas postings by providing a pre-post visit, creating childcare checksheets for posting destinations, and covering part of the cost of essential childcare services. These support measures were introduced in April 2018.



## Marubeni International Women's Day

March 8 is designated as International Women's Day by the United Nations and since FYE 3/2018, we have held Marubeni International Women's Day (IWD) on this day each year to support active working women. In FYE 3/2021, we implemented two programs as part of IWD: "Presentation and Discussion with Marubeni Women Regarding Working Overseas and Developing One's Career" and "Empowering Women and Promoting Female Inclusion at Agrovista."

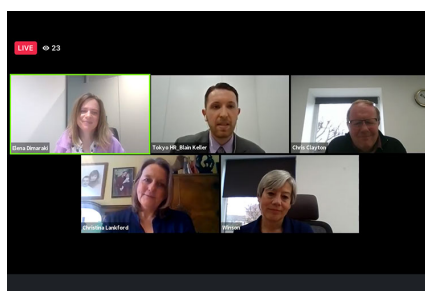
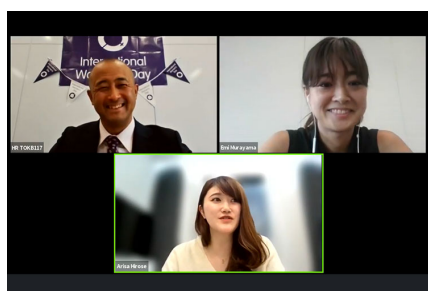
### ■ Program 1: Presentation and Discussion with Marubeni Women Regarding Working Overseas and Developing One's Career

This was an opportunity for two speakers currently working overseas to share with the entire Company their career stories from the time they joined the company to the time they were posted overseas, their experiences of how they have been empowered by their colleagues and superiors, and their experiences while working overseas.

### ■ Program 2: Empowering Women and Promoting Female Inclusion at Agrovista

In the traditionally male-dominated agricultural industry in the UK, Marubeni Group company Agrovista UK Ltd. is striving to create an attractive workplace for women, actively recruiting women, supporting them in the workplace, and promoting them into management positions. The current situation in Europe, a region known for being advanced in the area of gender equality and empowerment of women in the workforce, and Agrovista's challenges and initiatives towards supporting female employees were shared by the company's president and human resources department manager.

Events commemorating IWD were also held at several of our overseas offices and Group companies.



## Opportunities for Senior Employees

The Continuing Employment System has been introduced to make full use of the abundant knowledge and experience possessed by our more senior personnel, covering in principle employees over the age of 60 years who wish to continue working after normal retirement age. (As of April 1, 2021, 211 employees are currently working under the Continuing Employment System.) For the HR system reforms for FYE 3/2021, in addition to realizing mission-based compensation, enhanced measures to support senior careers have also been implemented.

With the aim of ensuring that each senior employee can (1) define and choose their unique career path and (2) be able to grow and work actively with a sense of fulfillment both inside and outside the Group, and that the Company/organization (1) promotes the right people into the right jobs, regardless of age or years with the company, so that strengths and experience can be fully utilized and (2) supports employees who wish to pivot their careers outside of the Marubeni Group, the Career Counseling Section was established within the Human Resources Department to further the roles of senior personnel in the workplace.



## Promoting Employment of People with Disabilities

The Marubeni Office Support Corporation was established in 2008 as a special-purpose subsidiary\*1 of Marubeni designed to provide workplaces that accommodate the needs of people with disabilities.

\*1 Special-purpose subsidiary: a subsidiary that has been certified by the Minister of Health, Labour and Welfare as satisfying the conditions specified in the Act on Employment Promotion etc. of Persons with Disabilities. The number of workers with disabilities employed by such a subsidiary can be included in the calculation of the employment rate of people with disabilities of the parent company.



In March 2016, Marubeni Office Support Corporation was one of 21 companies from across Japan to receive certification from the Ministry of Health, Labour and Welfare as a superior company that actively employs people with mental and other disabilities. In addition, in December 2020, it became the first company in Tokyo to receive the “Monisu Certification” mark, awarded to small and medium-sized enterprises excelling in the employment of persons with disabilities. As of April 2021, the company has a combined total of 66 employees with disabilities and 10 employees without disabilities working in Tokyo and Osaka and aims to be a company where employees help each other and grow together. Employees with physical, mental, and intellectual disabilities engage in a variety of tasks, including business card printing, document PDF conversion, building cleaning, in-house logistics, general office work, and welfare support.

As of April 2021, Marubeni Corporation and the Marubeni Office Support Corporation employ a total of 98 people with disabilities, an employment rate of 2.72% that exceeds the legally-prescribed minimum employment rate.

Marubeni Corporation and the Marubeni Office Support Corporation will continue striving to create workplaces where all people can work, regardless of disabilities.

## Fair Recruiting and Hiring Practices

Marubeni's fundamental hiring policy is to select applicants according to their capabilities and competence based on a fair recruitment process in which no form of discrimination is tolerated.

For example, we use an “open entry” system that offers equal opportunity regardless of citizenship, home country, gender, disability, or alma mater. Moreover, the job application form does not ask for details such as home country, religion, family situation, or any other information not required for us to determine an applicant's capabilities and competence. During interviews, we respect each applicant's basic human rights by avoiding inappropriate questions and select employees based only on capabilities and competence.

To ensure that fair recruiting activities are conducted across the entire Marubeni Group, we have created the Marubeni Recruiting Manual and strive to ensure that our policies are thoroughly understood across Marubeni Group companies.

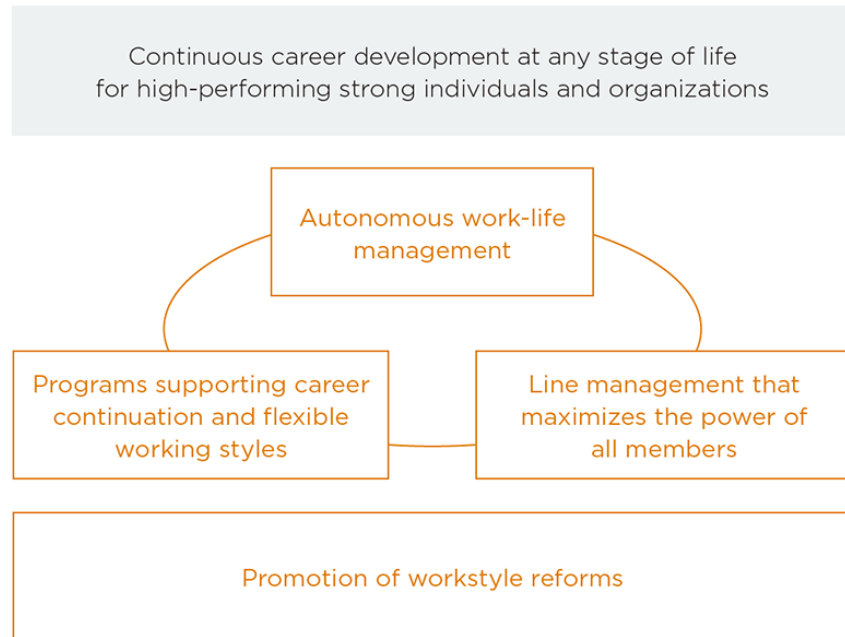
## Promotion of Work/Life Management

We are promoting work/life management as a foundation for employees with diverse backgrounds to create results. We aim to achieve “continuous career development” and “continuous performance” regardless of an employee's stage in life. We are also carrying out various follow-up measures that allow employees to utilize specific programs when needed.

> [Click here for the usage status of various systems \(Japanese only\)](#) 



## Marubeni Work-Life Management



## Major Measures Related to Work/Life Management

### Maternity and Parenting Support Measures

In addition to self-management by individuals who take advantage of this system, we are working to create a system built on mutual cooperation, one that is understood by the managers and the workers around them, fosters mutual respect, and can be utilized effectively regardless of gender. This system offers programs that go further than what the law requires such as “Maternity leave,” which can be used during pregnancy; “Family support leave” to support not only children but also other family members including spouses; and “Shorter work hours” and “Childcare flex-care leave” to enable flexible work-hours. There is also a system known as “Ikumen (father childcare) leave” that allows part of the childcare leave to be taken as paid leave in order to encourage male employees to take paternity leave.

### Providing Information to Deepen Understanding

In addition to distributing the Maternity and Childcare Support Handbook, a three-way meeting is conducted among the employee going on maternity or childcare leave, their immediate manager, and a representative from HR (if the employee’s spouse is also a Marubeni employee, the spouse and their supervisor are included in the meeting). In addition to conducting interviews with employees prior to their return to work, we distribute a pre-return checklist to supervisors and provide other information to deepen their understanding of these HR programs.

### Follow-up Meetings after Returning to Work

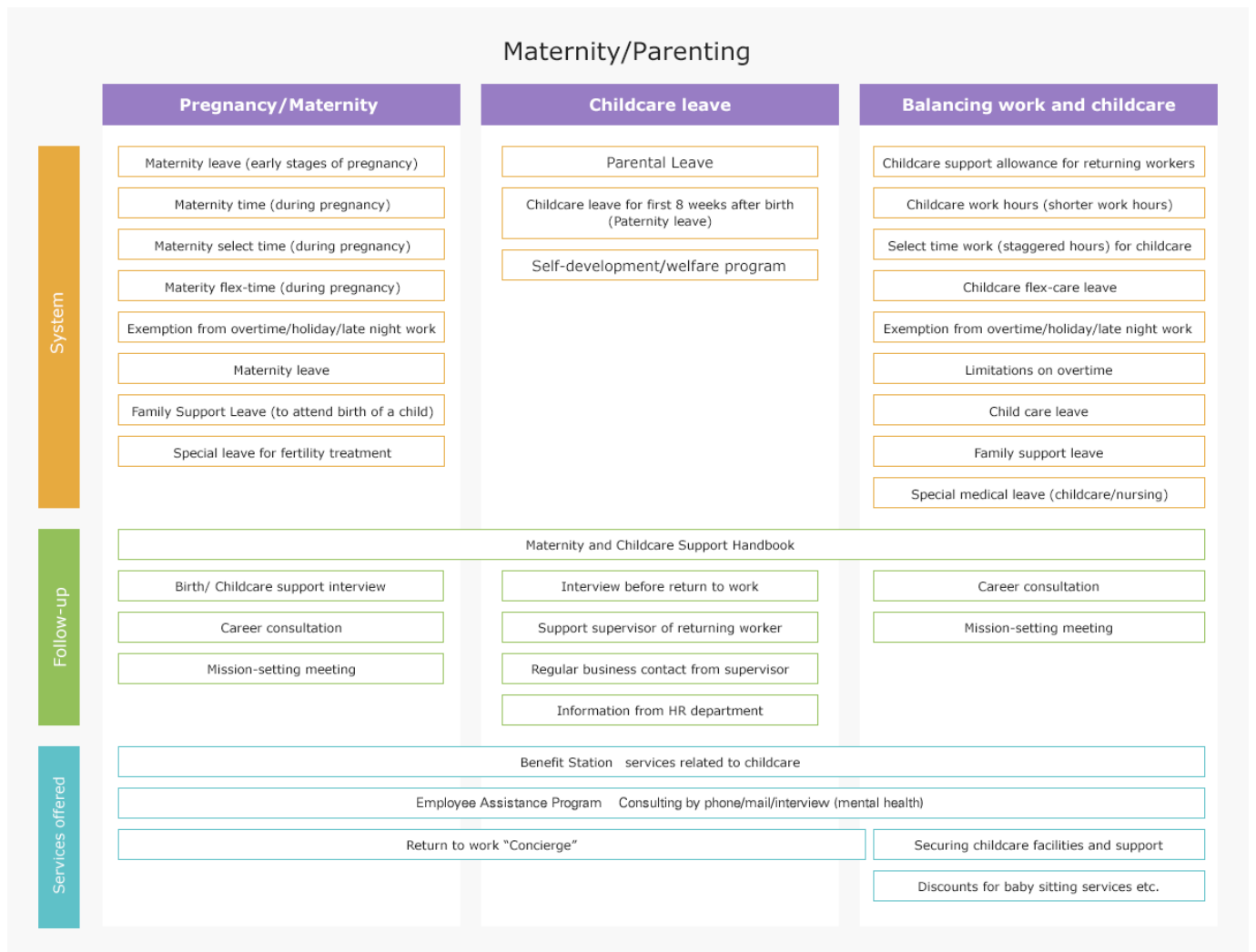
We conduct periodic group meetings with more senior employees to support internal networking among workers who have come back to work after childcare leave and to share information including expertise and ideas on how to create systems for balancing work and parenting.

### Securing Places at Childcare Facilities

Marubeni introduced a childcare support allowance for returning employees, which covers part of the cost of childcare services, so that employees can return to work when they want to. In FYE 3/2019, we began securing permanent places at a daycare center near our Tokyo HQ office to support employees in returning to work smoothly.

## Marubeni Family Day

From FYE 3/2011, we have held the “Marubeni Kids Project – Visiting Mom and Dad at Work” as an annual event mainly for children of elementary school age. In FYE 3/2019, we expanded this event at the Tokyo Head Office into “Marubeni Family Day,” featuring additional events for employees and their spouses. These events are an opportunity for deepening understanding of the company and work that employees are involved with, thereby cultivating Marubeni Group supporters, and for the Company, employees, and their families to consider the balance between work and private life.



## Nursing Care Support Programs

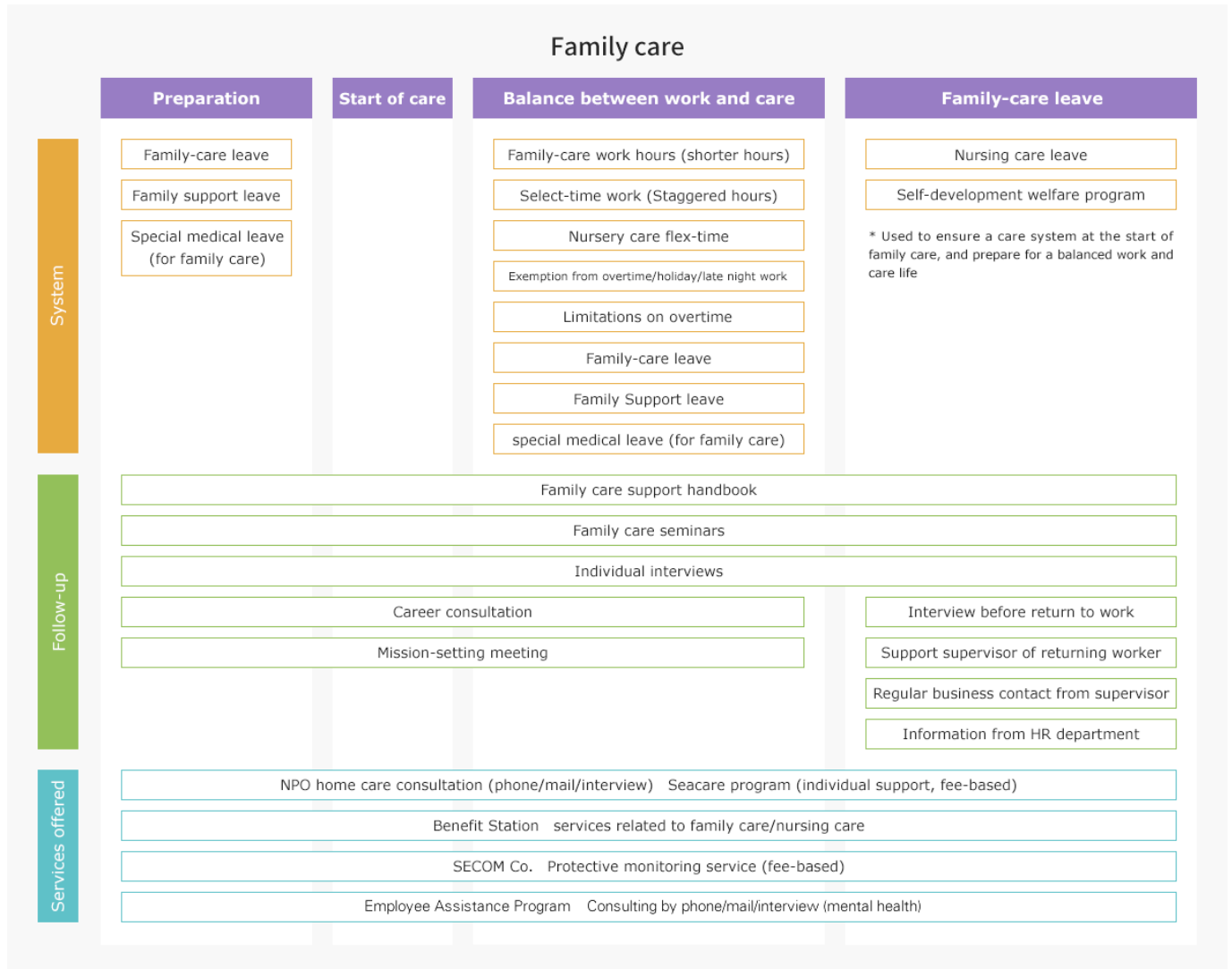
We live in a world characterized by declining birthrates, an aging population, fewer siblings, more people remaining single, and more dual income households. This means that nursing care, which was traditionally taken care of mostly by stay-at-home family members, is now an issue that working family members must take the initiative in addressing. Marubeni has established support programs so that employees can balance working and caring for relatives while playing an active work role in the medium and long term.

## Providing Information to Deepen Understanding

Marubeni has created and distributes a Family Care Handbook and has also been holding nursing care seminars on various topics from FYE 3/2011, with a cumulative total of 1,400 participants. The handbook and seminars not only explain our programs but also strongly encourage employees to seek external professional help rather than trying to take on nursing care themselves, so that they can better manage their situation and balance work with nursing care.

### Partnership with External Services Including Personal Consultations and Remote Nursing Care

We provide free consultation by telephone, email, or in person in collaboration with Umi wo Koeru Care no Te, an NPO dedicated to supporting nursing care. We have also concluded contracts with various companies to make elderly monitoring services available to employees. As part of such services, online security systems are installed at the homes of parents who live far away or are alone during the day, thereby enabling 24-hour monitoring and emergency calls.



## Data

## Employment Rate of Persons with Disabilities

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Employment rate of persons with disabilities (%) <sup>*2</sup>	2.57	2.69	2.58

\*2 : Figures are the combined total for Marubeni Corporation and the certified special-purpose subsidiary, Marubeni Office Support Corporation (as of March 1).

## Working Hours, Overtime Hours, Usage Situation of Work-life Balance System

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Average total actual working hours per year <sup>*3</sup>	2,024.9	2,012.4	2,086.1
Average overtime hours per month <sup>*3</sup>	20.0	19.0	20.0
Average use of vacation time per year (days) <sup>*4</sup>	12.78	12.71	9.55
Usage of annual paid leave (%) <sup>*3</sup>	56.3	54.0	41.0
No. of employees who took maternity leave <sup>*5</sup>	43	55	58
No. of employees who took childcare leave <sup>*6</sup>	54	105	100
No. of employees who took childcare leave (male)	14	51	48
Return rate (after childcare leave) (%) <sup>*7</sup>	91.5	96.8	98.9
No. of employees who took nursing care leave <sup>*6</sup>	0	0	0
No. of employees who took volunteer leave <sup>*6</sup>	7	37	0

\*3 : Figures for Marubeni Corporation.

\*4 : Figures for Marubeni Corporation. The vacation includes annual paid holidays and other special vacation.

\*5 : Figures for Marubeni Corporation. Indicates the total number of people who used leave in the fiscal year, including those who used the leave continuously from the previous fiscal year.

\*6 : Figures for Marubeni Corporation. Indicates the cumulative total number of people who started using leave in the fiscal year. The leave taken within eight weeks after childbirth (so-called "Paternity Leave") and subsequent Parental Leave shall be counted as one person each.

\*7 : Figures for Marubeni Corporation. Indicates the ratio of people who returned to work of those who ended using the childcare leave in the fiscal year.

Social

# Social Data

Employee Statistics ▼ | No. of Hires and No. of Retirees ▼ | Occupational Health and Safety ▼ |  
 Training and Education ▼ |

## Employee Statistics

### Employee Data

	FYE 3/2019	FYE 3/2020	FYE 3/2021
No. of employees (Consolidated)* <sup>1</sup>	42,882	45,635	45,470
No. of employees (Non-Consolidated)* <sup>2</sup>	4,418	4,404	4,389
Of which, Domestic	3,524	3,540	3,561
Of which, Overseas	894	864	828
Of which, Male	3,227	3,218	3,203
Of which, Female	1,191	1,186	1,186
Percentages of male and female (%) <sup>*3</sup>	73.0 : 27.0	73.1 : 26.9	73.0 : 27.0
Average age <sup>*3</sup>	41.9	42.1	42.2
Of which, Male	42.6	42.9	43.1
Of which, Female	39.9	39.9	40.0
Average service years <sup>*3</sup>	17.2	17.3	17.5
Of which, Male	17.6	17.8	18.0
Of which, Female	16.2	16.2	16.2

\*1 : As of March 31

\*2 : Total figures include the number of Marubeni employees assigned to other companies and exclude secondees to Marubeni Corporation from other companies (as of March 31).

\*3 : Figures for Marubeni Corporation (as of March 31).

## Employee Ratio

	FYE 3/2019	FYE 3/2020	FYE 3/2021
No. of career-track positions* <sup>3</sup>	3,346	3,324	3,318
Of which, Male	3,024	2,985	2,960
Of which, Female	322	339	358
Ratio of female in career-track positions (%) <sup>*3</sup>	9.6	10.2	10.8
No. of managerial employees* <sup>3</sup>	2,424	2,357	2,304
Of which, Male	2,281	2,215	2,157
Of which, Female	143	142	147
Ratio of female in managerial positions (%) <sup>*3</sup>	5.9	6.0	6.4
No. of managerial employees (general managers or above)* <sup>3</sup>	202	220	227
Of which, Male	202	220	227
Of which, Female	0	0	0
Executive Officers	28	30	32
Of which, Male	28	30	32
Of which, Female	0	0	0
Directors, Audit & Supervisory Board Members	15	16	18
Of which, Male	14	15	17
Of which, Female	1	1	1

\*3 : Figures for Marubeni Corporation (as of March 31).

## Employment Rate of Persons with Disabilities

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Employment rate of persons with disabilities (%) <sup>*4</sup>	2.57	2.69	2.58

\*4 : Figures are the combined total for Marubeni Corporation and the certified special-purpose subsidiary, Marubeni Office Support Corporation (as of March 1).

## No. of Hires and No. of Retirees

### No. of Hires<sup>\*5</sup>

	FYE 3/2019	FYE 3/2020	FYE 3/2021
No. of hires	141	154	146
Of which, Male	95	113	106
Of which, Female	46	41	40
No. of new graduate recruitment (Ratio of new graduate recruitment in hires)	119 (84.4%)	106 (68.8%)	116 (79.5%)
Of which, Male	79	70	79
Of which, Female	40	36	37
No. of mid-career recruitment (Ratio of mid-career recruitment in hires)	22 (15.6%)	48 (31.2%)	30 (20.5%)
Of which, Male	16	43	27
Of which, Female	6	5	3

\*5 : Figures for Marubeni Corporation.

### No. of Retirees, Turnover Rate<sup>\*5</sup>

	FYE 3/2019	FYE 3/2020	FYE 3/2021
No. of retirees	249	267	226
Of which, Male	198	204	173
Of which, Female	51	63	53
No. of mandatory retirement	74	89	81
Of which, Male	57	60	55
Of which, Female	17	29	26
No. of voluntary retirement	114	130	100
Of which, Male	93	106	83
Of which, Female	21	24	17
Turnover rate (%)	3.1	3.3	3.0

\*5 : Figures for Marubeni Corporation.

## Occupational Health and Safety

### Working Hours, Overtime Hours, Usage Situation of Work-life Balance System

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Average total actual working hours per year <sup>*5</sup>	2,024.9	2,012.4	2,086.1
Average overtime hours per month <sup>*5</sup>	20.0	19.0	20.0
Average use of vacation time per year (days) <sup>*6</sup>	12.78	12.71	9.55
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No. of employees who took volunteer leave <sup>*8</sup>	7	37	0

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\*7 : Figures for Marubeni Corporation. Indicates the total number of people who used leave in the fiscal year, including those who used the leave continuously from the previous fiscal year.

\*8 : Figures for Marubeni Corporation. Indicates the cumulative total number of people who started using leave in the fiscal year. The leave taken within eight weeks after childbirth (so-called "Paternity Leave") and subsequent Parental Leave shall be counted as one person each.

\*9 : Figures for Marubeni Corporation. Indicates the ratio of people who returned to work of those who ended using the childcare leave in the fiscal year.

### Occupational Health and Safety Data

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Lost-time injuries frequency rate <sup>*10</sup>	0	0	0
Occupational illness frequency rate <sup>*11</sup>	0	0	0
No. of occupational accident or incidents leading to injuries or fatalities <sup>*12</sup>	2	2	0
No. of fatal occupational accidents <sup>*5</sup>	0	0	0
No. of fatal occupational accidents of contractors <sup>*13</sup>	0	0	0

\*5 : Figures for Marubeni Corporation.

\*10 : Figures for Marubeni Corporation. The LTIFR is the frequency rate of occupational injury cases that result in one or more days of employee absence. Lost-time injuries frequency rate=Lost-time injuries/Total working hours×1 million.

\*11 : Figures for Marubeni Corporation. Occupational illness frequency rate = No. of occupational illness/Total working hours×1 million.

\*12 : Figures include the occupational accidents without lost workdays.

\*13 : Figures for Marubeni Group.



## Performance Management of Occupational Health and Safety<sup>\*14</sup>

	Targets	FYE 3/2019	FYE 3/2020	FYE 3/2021	Industry benchmark
Lost-time injuries frequency rate <sup>*15</sup>	0	0	0	0	2.27
Lost-time injuries severity rate <sup>*16</sup>	0	0	0	0	0.11
Average annual working days lost per case <sup>*17</sup>	0	0	0	0	50.0
Occupational illness frequency rate <sup>*18</sup>	0	0	0	0	—
No. of occupational accident or incidents leading to injuries or fatalities <sup>*12</sup>	0	2	2	0	—
No. of fatal occupational accidents	0	0	0	0	—

\*12 : Figures include the occupational accidents without lost workdays.

\*14 : Figures for Marubeni Corporation. We use a survey on occupational accident, executed in 2020 by the Ministry of Health, Labour and Welfare, as a benchmark.

\*15 : Lost-time injuries frequency rate=Lost-time injuries/Total working hours×1 million. The LTIFR is the frequency rate of occupational injury cases that result in one or more days of employee absence, or lost of a part of body or functions.

\*16 : Lost-time injuries severity rate=The number of total work loss days/Total working hours×1 thousand.

\*17 : The number of annual working days lost/The number of employees with an occupational accident.

\*18 : Occupational illness frequency rate=No. of occupational illness/Total working hours×1 million.

## Regular Health Check-ups and Stress Check Tests

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Participation in regular health check-ups in Japan (legally mandated)	99.2%	99.7%	99.0%
Participation in regular health check-ups overseas	92.0%	81.0%	63.1%
Number of Stress Check Tests respondents (response rate)	89.4%	91.9%	91.6%

## Training and Education

### Employee Development Data

	FYE 3/2019	FYE 3/2020	FYE 3/2021
Number of participants trained per year	4,708	4,326	25,188
Total number of training days per year	10,697 days	9,774 days	23,393 days
Total number of training hours per year	78,000 hours	71,000 hours	170,000 hours
Annual training hours per employee	18 hours	16 hours	39 hours

\* Data for training programs provided by the Human Resources Department aggregated for the period FYE 3/2019 to FYE 3/2020.

\* From FYE 3/2021, training programs provided by Corporate Staff Departments/Business Groups and company-wide e-learning programs are also included in the above aggregated data.

### Training and Education in Health Management

Program	Outline	Number of participants (FYE 3/2019)	Number of participants (FYE 3/2020)	Number of participants (FYE 3/2021)
Package program for new graduates	Lecture by head of the medical clinic on "safety and health management"	121	105	115
Mental health	Lecture by head of the medical clinic on "working hour management, health management, and mental health care" from the perspective of developing subordinates	166	94	210
Training for new GM for Dept.	Lecture on "working hour management, health management, and mental health care"	24	34	25
Promoted training for Administrative track (upper tier)	Lecture on "working hour management, health management, and mental health care"	22	15	12
4th-year training for Career track <sup>*19</sup>	Lecture on "working hour management, health management, and mental health care"	99	96	0
4th-year training for Administrative track <sup>*19</sup>	Lecture on "working hour management, health management, and mental health care"	25	37	0
Career development	Lecture on "health management"	182	190	47

\*19 : The Program was suspended in FYE 3/2021 due to COVID-19 pandemic and postponed to FYE 3/2022 with anti-COVID-19 measures.

Click here for more details on social data for FYE 3/2021 that we have disclosed on our sustainability website, of which are assured by a third party.