

# Social

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Social

# Respect for Human Rights

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## Policy

### Our Views on Respect for Human Rights

The Marubeni Group conducts business from 131 locations\*<sup>1</sup> domestically and internationally, 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. As a responsible company, in case of any adverse impacts in human rights terms in connection with the Marubeni Group's business activities we regard it as an important social responsibility to institute corrective measures to provide redress. 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 March 31, 2023

\*2 Number of employees of the Group: 45,995 as of March 31, 2023

\*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.

➤ [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 Senior 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

### Human Rights Due Diligence

We are continuously working to increase awareness of respect for human rights and enable early detection of, and remediation for, any adverse impacts on human rights, throughout our company and its group companies as well as our business counterparts, including our business partners and contractors, and our supply chain as a whole, based on the “Marubeni Group Basic Policy on Human Rights”, “Basic Supply Chain Sustainability Policy” and “Marubeni Group Basic Policy on Occupational Health and Safety”.

Specifically, we have established our human rights due diligence mechanism based on the UN Guiding Principles on Business and Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work (including the five core labor standards), and the OECD Guidelines for Multinational Enterprises and Due Diligence Guidance for Responsible Business Conduct, ISO 26000, SA8000, etc. In order to identify areas to be prioritized for investigation, we conducted risk mapping, by considering the sector, product, geographic, and enterprise-level risks and the anticipated potential adverse impacts on human rights (as well as the severity (scale, scope and irremediability) and likelihood of occurrence).

In addition, during the process of establishing our mechanism, through dialogue (engagement) with various stakeholders and external experts (e.g. NGOs working towards respect for human rights, international organizations promoting protection of workers' rights, experts on human rights, etc.) as well as our internal discussions, we made efforts to identify important and high priority initiatives in order to improve the effectiveness of our human rights due diligence.

Our human rights due diligence can be broadly divided into the following two approaches:

- (1) Human rights due diligence related to business projects where we are investor and/or operator
- (2) Human rights due diligence related to supply chains

#### **(1) Human Rights Due Diligence Related to Business Projects where we are Investor and/or Operator**

- For existing business projects, we conducted a written survey of all consolidated subsidiaries (and on-site inspections at some group companies), to assess the risk of human rights violations and confirm whether any human rights violations (incidents) had actually occurred (fiscal year ended March 31, 2021).  
For those entities assessed as high risk, we provide support and advice on how to prevent or mitigate the risks. However, the number of occurrences of human rights violations (incidents) was zero.  
After confirming the above (since the fiscal year ended March 31, 2022), we have continued to conduct annual investigations to check whether any changes in business conditions and circumstances have occurred that affect the risk assessment, and for those entities where changes have been identified, we confirm whether additional controls have been implemented accordingly and provide support and advice for improvement if necessary.
- For new business projects, we have established internal procedures for new investment and financing projects in order to assess the risk of human rights violations and confirm whether or not any human rights issues exist.  
We maintained a coverage rate of 100% for the application of these internal procedures to new investment and financing projects in both the fiscal years ended March 31, 2022, and March 31, 2023.

## (2) Human Rights Due Diligence Related to Supply Chains

• For existing supply chains, we identify important human rights issues to be prioritized and addressed, based on the various principles and external dialogues mentioned above, and conduct human rights due diligence using the following methods. In the fiscal year ended March 31, 2023, we conducted desktop investigations (15 cases) and on-site investigations (additional investigations, 3 cases) regarding suppliers operating in specific countries or regions (parts of South America and Southeast Asia) where there is a high risk of human rights violations in the food industry, related to meat products. (No facts were found as a result of these investigations that would lead to a real suspicion of forced labor or child labor. The investigations were conducted in collaboration with an independent third-party specialist investigative body.)



• For new supply chains, we conduct checks on suppliers with whom we plan to start doing business (limited to certain high-risk sectors, products, and geographies) using specialist external databases, to confirm that they have not been designated as subject to human rights sanctions and that there have been no adverse media indicating significant human rights risks or incidents involving violations of human rights (these checks commenced at the beginning of the fiscal year ended March 31, 2024). Going forward, we will consider the phased expansion of the sectors, products, and geographies covered by these checks.

## Identification of Salient Human Rights Issues Specific to the Business

The Marubeni Group recognizes that forced labor (including slave labor) and child labor in its supply chain are salient human rights issues for its business. To address these issues, we conduct investigations and engage with stakeholders, including Group employees, board members, suppliers, and NGOs, to identify and address any concerns which may arise.

## 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 is also available on our website.)

## Disclosure of Incidents of Human Rights Violations

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In the fiscal years ended March 31, 2021, 2022 and 2023, no incidents of human rights violations in our business were reported.

## 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. We continue to work towards obtaining the understanding and cooperation of business partners.

➤ [Basic Supply Chain Sustainability Policy](#)

## Slavery and Human Trafficking Statement

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Since the UK Modern Slavery Act came into force in October 2015, several Group companies (including corporate subsidiaries) that operate within the UK, as well as Marubeni Corporation, which has a certain level of control over the business of these companies, issue a statement each fiscal year.

- [FYE 3/2023 Slavery and Human Trafficking Statement](#)
- [FYE 3/2022 Slavery and Human Trafficking Statement](#)
- [FYE 3/2021 Slavery and Human Trafficking Statement](#)
- [FYE 3/2020 Slavery and Human Trafficking Statement](#)
- [FYE 3/2019 Slavery and Human Trafficking Statement](#)
- [FYE 3/2018 Slavery and Human Trafficking Statement](#)
- [FYE 3/2017 Slavery and Human Trafficking Statement](#)
- [FYE 3/2016 Slavery and Human Trafficking Statement](#)

The obligation to publish a statement under the UK Modern Slavery Act applies to companies that operate within the UK, 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 itself or its supply chain, companies are required to implement measures step-by-step, and to issue a statement after the close of each fiscal year.



## 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 (BHRRRC). 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 BHRRRC.

➤ [Respect for Human Rights > Initiatives](#)

## Compliance Manual

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The first item in the Compliance Manual is "respect human rights and refrain from any form of discrimination, harassment and the like." 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<sup>\*5</sup> and the 10 Principles of the UN Global Compact.

\*5 The International Labor Organization founded fundamental principles and rights at work. The fundamental principles and rights are comprised of 10 conventions in 5 categories, namely: (a) freedom of association and the effective recognition of the right to collective bargaining; (b) the elimination of all forms of forced or compulsory labor; (c) the effective abolition of child labor; (d) the elimination of discrimination in respect of employment and occupation; and (e) a safe and healthy working environment.

➤ [Compliance Manual](#)  [12.4MB]

## 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 Employees' 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.

### **Human Rights Awareness and Training**

In order to deepen understanding of respect for human rights, Marubeni holds webinars for executives and employees, as well as training programs for newly appointed executive officers, department general managers, section general managers, mid-career hires, and new graduates.

In particular, training for executives and managers includes lectures on respect for human rights and the prohibition of discrimination, sexual harassment, and work-related harassment, using real examples to draw attention to the importance of these issues and prevent such incidents from occurring. We will continue to implement this training every year, updating the contents as appropriate.

In addition, through activities such as publishing our basic policies and training materials on human rights issues on the company intranet, and internal competitions to create slogans related to human rights, we continue to raise awareness among employees.



## Data

### Training and Education in Human Rights

Training that focuses on strengthening awareness towards human rights, including information on our respective policies, is provided as part of the following company courses.

Training Title	Number of Participants (FYE 3/2021)	Number of Participants (FYE 3/2022)	Number of Participants (FYE 3/2023)
General Training / Onboarding for New Employees	115	126	127
Basic Practical Training	132	138	154
Training for New Executive Officers* <sup>6</sup>	16	0	8
Training for New Dept. GMs	25	28	24
Training for New Section GMs	63	70	61
Administrative Track (Upper Level) Promotion Training	12	22	10
Career Track 4th-year Training* <sup>7</sup>	0	179	65
Administrative Track 4th-year Training* <sup>7</sup>	0	47	11
Career Development Training	47	88	89
Training for Recruitment Interviewers	186	180	248

\*6 Training for executive officers taking up their posts in FYE 3/2022 was held in FYE 3/2021, so this is reflected in the figure for FYE 3/2021. Since training for FYE 3/2023 was held in May 2022, the number of participants in FYE 3/2022 is marked as zero.

\*7 The trainings were suspended during FYE 3/2021 due to the COVID-19 pandemic and postponed until FYE 3/2022 to implement appropriate COVID-19 prevention measures.

The trainings included above were provided by the Human Resources Department in FYE 3/2021. Additionally, some Business Divisions conduct specific training programs on human rights based on their own businesses.

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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

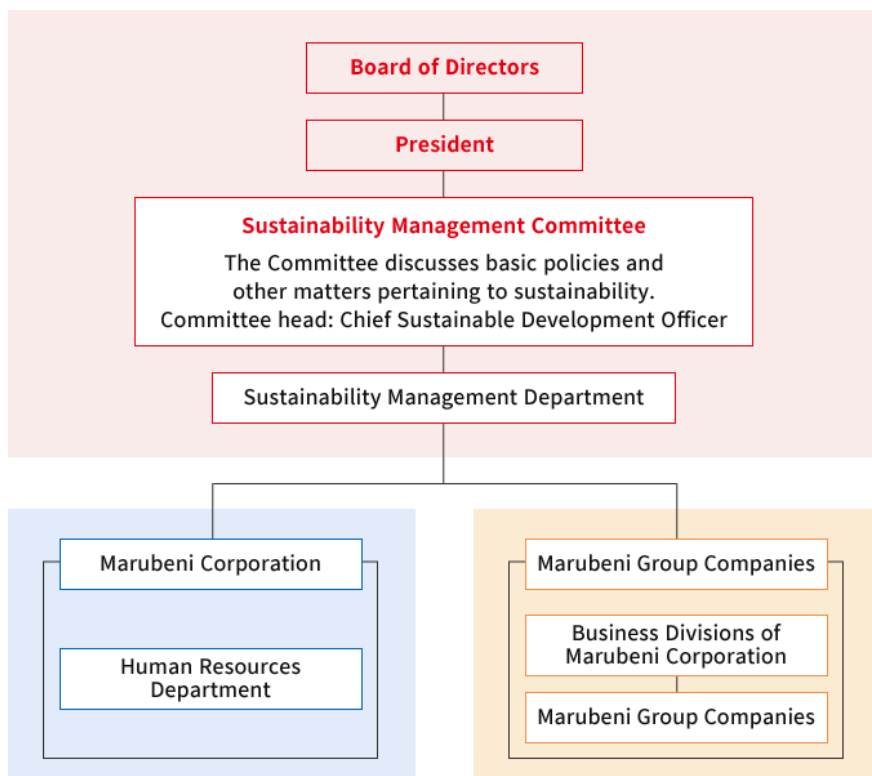
Under the Marubeni Group Basic Policy on Occupational Health and Safety, Marubeni manages occupational health and safety for all employees and contractors associated with the Group.

- 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, which reports to the President, and its head (CSDO, Chief Sustainable Development Officer, who is also a Director and Senior 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.



## ISO45001 Occupational Health and Safety Management System Certification Status

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A number of Marubeni Group companies have acquired ISO45001\*1 certification. ISO45001 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 June 2022, of the 463 Marubeni Group companies monitored by the Sustainability Survey, 10 companies, equivalent to 2.1%, had obtained the certification (of the 2,718 operating sites, 36 sites, equivalent to 1.3 %).

By continuing to encourage organizations within the Group to obtain this certification, 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. In the fiscal year ended March 31, 2023, no cases involving occupational health and safety arose, and no disciplinary action was taken.

### Occupational Health and Safety

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#### **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 Division**

As a global energy solution provider, the Power 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\*2).

The 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”.

\*2 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.

#### **Occupational Health and Safety Initiatives of Maynilad Water Services, Inc.**

Maynilad Water Services, Inc. (Maynilad), a Marubeni Group company engaged in water supply and sewerage services in Metropolitan Manila, has implemented an occupational health and safety management system. Subcontractors working in the company's jurisdiction are also subject to this management system. The Central Safety and Health Committee (CSHC) at Maynilad holds monthly meeting and undertakes monitoring and management of activities that have been assessed as having safety risks, such as construction and chemical processes. Through the Environment, Health, Safety, and Security (EHSS) reporting, Maynilad can monitor the status of any incident investigations or corrective actions taken, as well as the number of closed incidents. Maynilad has also established Environment Safety and Health (ESH) Committees in three clusters (North, Central and South), the members of which include the management, occupational safety officers, employees’ representatives and service providers/contractors’ representatives. Maynilad also provides training to the employees to improve their safety awareness, as outlined in the table below.

#### **Key Occupational Safety Performance Objectives**

(Unit: %)

	Facility Safety Inspection	Project Safety Inspection	Work Environment Monitoring and Measurement
Target	100	100	100
Pass rate in 12/2020	91.04	88.24	79.90
Pass rate in 12/2021	88.62	93.88	89.11
Pass rate in 12/2022	91.47	89.29	86.23

**Major Training Activities**

(Unit: hours)

	Health and Safety <sup>*3</sup>	Work Re-entry Protocols for Covid-19 Prevention and Control	Other Training
Hours 12/2020	9,009	3,200	2,470
Hours 12/2021	8,700	0 <sup>*4</sup>	1,862
Hours 12/2022	11,972	0 <sup>*4</sup>	5,216

\*3 : The training is delivered to employees, subcontractors, and service providers.

\*4 : Zero for 2021 and 2022 as Maynilad has already conducted Work Re-Entry Protocols training for COVID-19 Prevention and Control in 2020.

**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. During the period from FYE 3/2021 to FYE 3/2023, we are notifying approximately 23,000 suppliers of this policy in writing and requesting their understanding and cooperation. When commencing business with new suppliers, we notify them of our Basic Supply Chain Sustainability Policy in advance. We will continue to strengthen communications about our occupational health and safety through advance notice and other means.

## 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.

**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, to provide advice and share Marubeni's HR-related rules, regulations, and operational know-how. 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.

### **5. Consideration for Working Conditions**

The Marubeni Group conducts its business with due consideration for working conditions, including paying at least a living wage and not reducing wages unreasonably, as well as complying with the legal minimum wage based on the relevant laws and regulations of the country concerned and other countries with which we do business.

As stated in the Basic Supply Chain Sustainability Policy, Marubeni also encourages its suppliers to endeavor to pay at least a living wage.

➤ [Click here for Basic Supply Chain Sustainability Policy](#)

### **6. Conduct Training Related to Occupational Health and Safety for Marubeni Group Employees**

Marubeni Group conducts occupational health and safety training for all Group employees, including those at overseas offices bases, by inviting external instructors.

In FYE 3/2023, we invited experts in risk management and safety engineering to provide training on occupational health and safety concepts and initiatives that contribute to achieving the Marubeni Group's "Occupational Health and Safety Targets". Approximately 370 Marubeni Group employees participated in this training program, including participants from domestic and overseas operating companies.

Through these training opportunities, we are striving to strengthen communication with our employees, including those at overseas bases, and to promote their understanding of the Marubeni Group's occupational health and safety.



## Data

Training focused on strengthening awareness towards occupational health and safety, including information on our related policies, is provided as part of the following Company courses.

Training Title	Number of Participants (FYE 3/2021)	Number of Participants (FYE 3/2022)	Number of Participants (FYE 3/2023)
General Training / Onboarding for New Employees	115	126	127
Basic Practical Training	132	138	154
Training for New Executive Officers <sup>*5</sup>	16	0	8
Training for New Dept. GMs	25	28	24
Training for New Section GMs	63	70	61
Administrative Track (Upper Level) Promotion Training	12	22	10
Career Track 4th-year Training <sup>*6</sup>	0	179	65
Administrative Track 4th-year Training <sup>*6</sup>	0	47	11
Career Development Training	47	88	89
Training for Recruitment Interviewers	186	180	248

\*5 : Training for executive officers taking up their posts in FYE 3/2022 was held in FYE 3/2021, so this is reflected in the figure for FYE 3/2021. Since training for FYE 3/2023 was held in May 2022, the number of participants in FYE 3/2022 is marked as zero.

\*6 : Training was suspended during FYE 3/2021 due to the COVID-19 pandemic and postponed until FYE 3/2022 to implement appropriate COVID-19 prevention measures.

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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.

➤ [Click here for information regarding the 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 employee health 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 their health. These efforts will lead to the growth of the Marubeni Group.

### Health and Productivity Management Strategy Map

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To put our Marubeni Group Health Declaration into practice, we will use the various indicators in the health and productivity management strategy map and track the progress of our health management efforts.

➤ [Click here to View the Health and Productivity Management Strategy Map](#)  [531KB]

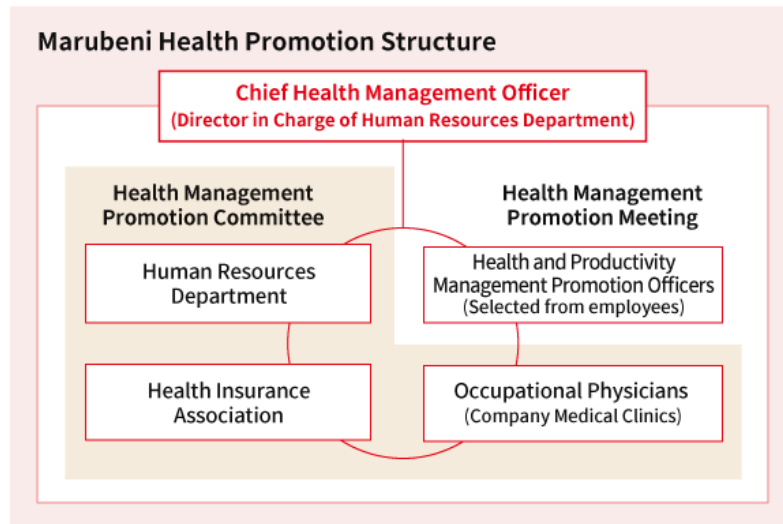
# Structures and Systems

## Marubeni Health Promotion Structure

Marubeni has established the “Marubeni Health Promotion Structure,” which is 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 (Company 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 gather 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 (Company Medical Clinics), the Health Insurance Association, and the Human Resources Department, meets twice a year to discuss the Health Insurance Association’s health programs, 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 NPO Kenkoikei Kenkyukai.

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.



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 the Health Supervisor, Company Medical Clinics (occupational physicians), Health and Productivity Management Promotion Officers in each Business Division and the Corporate Staff Group, 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

Taking regular health checkups have an extremely significant role in the early discovery and early treatment of diseases. Thus, achieving a 100% participation rate for regular health checkups is one of Marubeni's Health Project Indicators, and the results are reviewed annually. By establishing metrics and implementing various measures, we will aim for solutions to health issues. In FYE 3/2023, we took thorough measures to ensure that employees undergo regular health checkups, aiming for the early discovery and early treatment of diseases. This resulted in 100% of employees who underwent regular health checkups (employees working in Japan) and greater health awareness among employees.

To confirm if the series of health and productivity management initiatives lead to solutions towards management issues, we also check indicators such as employee engagement on a regular basis.

Item	Target	Status of Achievement (FYE 3/2023)
Regular Health Checkup Rate (Employees Working in Japan)	100% Each Year	100%
Regular Health Checkup Rate (Employees Working Overseas)	100% Each Year	99.7%
Rate of Employees Undergoing Stress Check Tests	90% or More Each Year	95.5%

Additionally, we set targets regarding the implementation rate of specific health guidance (year-on-year increase), rate of employees undergoing specific health guidance (year-on-year decrease) and smoking rate (year-on-year decrease).

# 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
Introduction of Advanced Medical Treatment Support System (FYE 3/2024)	Support for the cost of advanced medical treatment as defined by the Ministry of Health, Labor, and Welfare.
Introduction of Shingles Vaccination Assistance (FYE 3/2024)	Subsidized the cost of inoculation to prevent the onset and severity of shingles.
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 these indicators for consistent consideration of measures based on fixed-point reviews.
Participated in Corporate Actions Promoting Measures Against Cancer (FYE 3/2020)	Encouraged cancer screenings 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 Consultations and Doctor/Hospital Referrals (FYE 3/2020)	Conducted consultations on disease symptoms and health in chat-based 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.
Participation Rate of Regular Health Checkups	Strengthening efforts to achieve 100% participation in regular health checkups (FYE 3/2019.) Focused efforts on ensuring participation in legally mandated regular health examinations, which play a significant role in early discovery and early treatment of disease. Recommended participation to every employee yet to have a health checkup to achieve 100% participation every year. Also focused efforts on increasing participation in thorough checkups among employees who were found to need these checkups. In FYE 3/2023, participation in thorough checkups increased 24% year on year.
Strengthening Initiatives to Provide Healthy Menu Options at the 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 oral healthcare, prevention of decreased physical function, etc., by outside experts to raise employee 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
Introduced Fully Subsidized Colonoscopies (FYE 3/2024), Neurological Checkups (FYE 3/2016) and Comprehensive Medical Checkups (FYE 3/2015)	For employees aged 35 and over, the Company subsidizes comprehensive medical checkups received at external medical institutions up to a maximum amount of 60,000 yen. This amount covers most of the cost for ordinary comprehensive medical checkups. In addition, the Company subsidizes colonoscopies and neurological checkups for employees aged 45, 50, 55, and 60.
Introduction of Tumor Marker Tests (FYE 3/2021)	Added tumor marker tests to the regular health checkups for employees who are aged 35 and older to support the early detection of cancer.
Expansion of Cancer Screening Subsidies (FYE 3/2021)	Expanded screening subsidies for prostate cancer, uterine 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 younger employees. To improve the rate of employees receiving guidance, the HR Department recommends eligible employees to take 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) Aimed at Improving Lifestyle and Exercise Habits	With a total of eight lectures and exercises, this program aims to eliminate metabolic syndrome through daily dietary guidance and exercise. 23 employees participated in the program and 90% of these employees completed it in FYE 3/2023. The percentage of employees who maintained a healthy weight was 69.9% in FYE 3/2021, 69.8% in FYE 3/2022 and 68.3% in FYE 3/2023. The percentage of employees who maintained exercise habits was 34.8% in FYE 3/2021, 38.7% in FYE 3/2022, and 38.4% in FYE 3/2023.
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 and medical care 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
Implementation of Mindfulness Seminars (FYE 3/2024)	Held seminars for employees to learn measures for stress reduction and mental and physical self-care by external experts.
Introduction of Employee Assistance Program (EAP) Services (FYE 3/2007); Promotion of EAP Service Use; Trial Counseling Implementation (FYE 3/2019)	Established external counselor consultation service, available to employees and their families on a 24-hour, year-round basis (EAP Services). Offered counseling sessions on a trial basis to all new employees and newly appointed section general managers in order to raise awareness of EAP services and strengthen self-care and awareness/care from managers. Also, provided online self-check and mental health study programs and articles to promote accurate knowledge and awareness of mental health care and to assist employees in monitoring their own mental condition. Sent information on the use of EAP services to employees returning from childcare leave and those working long hours.
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. The percentage of employees with high stress in FYE 3/2023 was 8.6%.
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 times 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 service.

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

Recognizing that the maintenance and improvement of women's health is a new challenge, Marubeni will continue strengthening the following initiatives going forward.

Measures (Initial Fiscal Year)	Overview
Trial Introduction of Femtech Program (Menstruation and Menopause Support) (FYE 3/2023)	To create an environment where women can work actively from the time they join the company until they retire, the Company offers seminars tailored to stages in women's lives. We also provide online medical consultations, advice, medication guidance, and prescriptions for issues related to menstruation and menopause. Among program participants, work performance during periods of discomfort associated with menstruation and menopause improved by 17% compared to before their participation in the program. In FYE 3/2023, 96 employees participated in the menstruation-related program and 60 employees participated in the menopause-related program. Also held a seminar on women's physical health by a specialist physician. The percentage of positive survey answers regarding the participants' satisfaction and understanding was 100%. The total amount of expenses for the menstruation-related and menopause-related programs is approx. 13 million yen per year.
Introduction of Tumor Marker Tests (FYE 3/2021)	Added tumor marker tests to the regular health checkups for employees aged 35 years and older and supported the early detection of cancer.
Expansion of Subsidies for Uterine and Breast Cancer Screening (FYE 3/2021)	Expanded subsidies for uterine and breast cancer screening. Approximately 50% of female employees underwent uterine and breast cancer screenings in FYE 3/2023.
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 Service for Women (FYE 3/2019)	Established a consultation service 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 Policies and Initiatives

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### Appropriate Working Hour Management and Leave Policies

The Marubeni Group has established the following policies and initiatives regarding 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 our employees.

#### Policies

- Reducing long working hours and ensuring proper working hour management.
- Marubeni creates a work environment where employees can maintain and care for their health, engage in work with enhanced well-being, and produce high quality results efficiently.

#### Initiatives

- Establishing Guidelines  
From the perspective of occupational safety (i.e. health management), our guidelines stipulate compliance under Article 36 of the Labor Standards Act, the reduction of long working hours, appropriate working hour management, and monitoring working hours for those in management and supervisory roles, who are traditionally outside the scope of working hour management.
- Addressing Employees with Longer Working Hours  
At Marubeni, the Human Resources Department regularly conducts individual interviews with departments that consistently register long working hours to check on which measures they are taking to improve this situation. This helps reduce the number of employees who are constantly working long hours.
- Establishment of Special Leave Systems  
In addition to annual paid leave, Marubeni 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 Prevent 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 informed our employees of policies such as attendance at work, business trips, and dinners, and in the event of an outbreak of illness or infection among employees, we place the highest priority on preventing the spread of infection.

In FYE 3/2022, COVID-19 vaccinations were provided at the workplace three times in total, targeting employees of the Tokyo Head Office and group companies. The third vaccination was also offered to families of Marubeni employees.

### 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 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 situations regarding the outbreak and spread of infectious diseases in collaboration with occupational physicians, based on information provided by the WHO, 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 precautions 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.

### Group Company Initiatives

Maynilad Water Services, Inc. (Maynilad), which provides water and wastewater services to the West Zone of the Metropolitan Manila area in the Philippines with a population of 10.5 million, 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 2022, it vaccinated 1,077 employees and family members.

On-site employees engaged in wastewater 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.



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 800 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 assessment of their health status and to raise their awareness of 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 have achieved close to 100% participation by following up with employees who have not had their examinations, and we are taking measures to ensure that employees continue to take health checkups. 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 rapid outbreak of COVID-19 or the rapid deterioration of the medical environment in a foreign country, employees and their families posted in that respective country will be repatriated as necessary.

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

## Crisis Management Initiatives

We recognize that employees 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, robberies, traffic accidents, aviation accidents, injuries, and diseases. In particular, we have positioned international crisis management as a highly important Company measure. When an incident occurs, the safety of our employees and their families is our primary concern. Accordingly, we strive to foster everyday awareness of crises, and we have established a permanent International Crisis Management Headquarters that is able to respond immediately should a crisis occur. Specifically, the International 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 where relevant parties can centrally manage information and make timely and accurate decisions and actions in cooperation with overseas-based subsidiaries.

## Data

### Indicators for Health and Productivity Management

	FYE 3/2021	FYE 3/2022	FYE 3/2023
Employee Performance (Presenteeism)*1	—	—	82.1%
Absence from Work Due to Health Problems (Sick Leave) (Absenteeism)*2	1.5 days	1.5 days	1.7 days
Work Engagement*3	65%	64%	75%

\*1 : Average of the results to the SPQ (Single-Item Presenteeism Question)

"On a scale to 100%, where 100% is the best job performance you could have at your job if unimpeded by sickness or injury, how would you rate your overall job performance over the past four weeks?". Approximately 4,000 employees (95.5% response rate) were surveyed. This measurement started from FYE 3/2023 to assess presenteeism.

\*2 : Average number of days of leave due to injury or illness (including temporary leave of absence and absenteeism) for employees based in Japan.

\*3 : Affirmative response rate to the work engagement question "I find my work meaningful" on the stress check. Approximately 4,000 employees (95.5% response rate) were surveyed. Additionally, an engagement survey to measure satisfaction with the working environment is conducted regularly and an engagement score is calculated.

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.

### Issues and Approaches in the Food Business

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In the food sector, which provides support for people in their daily lives, the Marubeni Group is engaged in a wide range of businesses both in Japan and overseas, supplying a wide range of products to meet the diversifying needs of the times. Through our involvement in downstream operations we gain a timely grasp of the latest market trends and provide feedback to midstream and upstream producers, food processors and distributors, in order to build supply chains based on product procurement and development that reflects the increasingly sophisticated and diversified needs of consumers. In addition, as a general trading company, we are able to leverage our global network to procure products while ensuring “food safety and security”.

Marubeni Group has built a broad value chain which ranges from the procurement of raw materials to the delivery of products and services to consumers. As well as contributing to “food safety and security”, we also address nutritional issues by offering food products with superior functionality. In promoting our food business, we are aware of the various issues involved, and we are working to reduce negative impacts on “food safety and security” and sustainability by implementing controls and awareness-raising activities to address these issues.

Key Issues	Major Themes	Management Controls and Awareness
Ensuring consumer food safety and hygiene	Safety of imported, processed and fresh foods (foreign substances, pesticide residues, pathogenic microbial contamination, quality deterioration, and food additives, genetic modification, etc.)	<ul style="list-style-type: none"> <li>• New Transaction Check</li> <li>• Supplier checks</li> <li>• Supplier factory audit</li> <li>• Pesticide residue risk checks by external experts</li> </ul>
Responsible marketing of food products	Compliance with food-related laws and regulations (including labeling of allergens and food additives)	<ul style="list-style-type: none"> <li>• Checking of specifications and food labeling by external experts</li> <li>• Conduct training on food labeling (6 times a year)</li> <li>• Conduct training on food compliance (twice a year)</li> </ul>
Responsible marketing of alcoholic beverages	Information on prevention of alcohol consumption by those who are underage and pregnant women	In-house training on liquor tax laws, etc.
Ensuring nutritionally balanced food for consumers	Nutritional balance considerations for the elderly	Gathering feedback from dietitians and patients, and promoting the development of products tailored to disease conditions

## Policy on Initiatives for Food Safety and Reliability

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 and Approach Regarding Access to Better Nutrition

These days societies in developed countries are facing issues such as undernourishment and malnutrition, where people are lacking vital nutrients even when there is no shortage of food; rising numbers of patients with lifestyle-related diseases due to diets that are high in carbohydrates and salt; and undernourishment among the elderly. In developing countries, hunger and undernourishment caused by poverty and other factors are also social issues. Furthermore, with the global population expected to reach 10 billion by 2050, the associated food crisis is a serious problem. We recognize that meeting nutritional needs so that people can lead healthy lives and ensuring that food is of sufficient quality is one of the major challenges facing the international community, and is also an important issue for our Group in promoting our food business.

The Marubeni Group will contribute to solving these social issues by improving nutrition through the stable supply of food and providing foods and services with high added value in nutritional terms, thereby creating a society where people can live healthy and prosperous lives.

### Target

- Through its business the Marubeni Group will provide stable access to good quality sources of nutrition.
- The Marubeni Group aims to develop and supply specialty products that have high added value and meet diverse needs, including health- and nutrition-conscious products, and environmental and ethical consumption.

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

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 Food

Marubeni has joined the Association for the Safety of Imported Food, Japan and the Japan Food Hygiene Association to keep pace with industry trends. Regarding technologies, we have been working in partnership with external specialists since 2004, thus accumulating expertise on food safety and hygiene management. In particular, we ensure the safety of imported agricultural, livestock, and marine produce and imported processed food products by gathering information and checking safety on our own. We also have our specialist investigators perform plant inspections of overseas 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 3/2019	FYE 3/2020	FYE 3/2021	FYE 3/2022	FYE 3/2023
21	49	56	26	32

## Food Plant Inspections by Specialists

Marubeni imports various foods and grains from around the world by requiring a certain level of quality and hygiene control from supplier food plants. When starting transactions with a new supplier, we dispatch our specialists to its overseas food plant and have them inspect the quality, hygiene control, and other factors by using the Own Factory Inspection Sheet based on a program of Global Food Safety Initiative (GFSI). 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 3/2019	FYE 3/2020	FYE 3/2021	FYE 3/2022	FYE 3/2023
Domestic plants	27	16	5	2	7
Overseas plants	16	16	9	12	32
Total	43	32	14	14	39

## 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 3/2019	FYE 3/2020	FYE 3/2021	FYE 3/2022	FYE 3/2023
6	13	8	11	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 once or 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 are invited to participate in the seminar as part of our efforts to raise awareness of food safety.



## Initiatives

### Efforts for Appropriate Food Labeling

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Food labels are an important source of information for consumers when choosing food products, so that they can understand the contents and use the products properly.

In order to ensure that the food products we handle are labeled appropriately, Marubeni has implemented specifications and food labeling verification rules drawn up by external experts. We also conduct regular training by external experts in order to maintain and improve the level of knowledge of food labeling in each sales department and to share information on revisions to laws and regulations.

### Initiatives for Functional Ingredients

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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](#) 

### Addressing Negative Impacts of Processed Foods and Beverages

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#### <Initiatives at Marubeni Service Corporation>

#### Activities against the Negative Effects of Alcoholic Beverages

Marubeni Service Corporation, a consolidated subsidiary of Marubeni Corporation, is committed to reducing the negative effects of alcoholic beverages, including acute alcohol poisoning caused by excessive alcohol consumption. In addition to limiting the quantity of alcoholic beverages sold at any one time to customers 20 years of age and older, we are also actively working to sell products with fewer negative effects, such as non-alcoholic products and alcoholic beverages with lower alcohol content.

#### Efforts to Reduce Negative Impacts on Socially Vulnerable Groups

Marubeni Service Corporation is implementing the following initiatives to reduce negative impacts on socially vulnerable groups.

##### Preventing the Sale of Alcoholic Beverages to Persons under 20 Years of Age

Alcohol consumption by people under 20 years of age has a number of negative effects, including those on health, such as impeding physical growth, causing dependence to form earlier than in adults, and making people who start drinking at a younger age more likely to engage in risky behaviors related to alcohol consumption later in life.

As a responsible business operator, Marubeni Service Corporation, which sells alcoholic beverages, recognizes that drinking alcohol can have these negative effects on people under the age of 20. We take the following precautionary measures and work diligently to prevent the negative effects of alcohol consumption on people under the age of 20 and other vulnerable groups in society.

**1. Regular Employee Training**

In order to eliminate the negative effects of alcohol consumption on those under 20 years of age, Marubeni Service Corporation regularly educates its employees and reminds its customers not to sell alcoholic beverages to those under 20 years of age. In addition, the person in charge of sales also regularly attends a liquor sales management course and displays a liquor sales management sign on the sales floor to show that he/she is responsible for the sale of alcoholic beverages.

**2. Reminder to Customers**

We remind customers by displaying posters and distributing tissues with leaflets stating that we do not sell alcoholic beverages to persons under 20 years of age.



Poster indicating that alcohol will not be sold to persons under 20 years of age



Poster for age verification enforcement

**3. Age Verification at the Cash Register**

To prevent the sale of alcoholic beverages to persons under 20 years of age, we always check the age of customers when selling alcoholic beverages.

**Participation in Industry Initiatives on Alcohol Safety**

Marubeni Service Corporation is a member of the Tokyo Liquor Retailers Association, which is concerned about the negative effects of alcohol on vulnerable groups in society, such as alcohol dependence, acute alcohol poisoning, lifestyle-related diseases and other health problems caused by excessive alcohol consumption, and drinking by people under 20 years old. Through membership of this association we obtain the latest information on industry developments, including laws and regulations related to the sale of alcoholic beverages which we should be aware of as an alcoholic beverage vendor, thereby contributing to the maintenance and improvement of a proper drinking environment and ultimately to the welfare of the public.

➤ For an overview of the Tokyo Liquor Retailers Association, click here (Japanese only) [🔗](#)

<Initiatives at Montoile Co., Ltd.>

**Developing and Providing Products and Services that Appeal to Health and Eliminate Negative Influences**

Our consolidated subsidiary Montoile Co., Ltd. develops and sells low-carbohydrate products and products that supplement nutrients that are often deficient, in order to address social issues such as unbalanced nutrition related to lifestyle changes, and the increasing number of patients with lifestyle-related diseases such as obesity. Montoile also conducts product planning aimed at supporting women.

**“Low Carb Store” Series**

We sell the “Low Carb Store” series, which specializes in low carbohydrate confectionery products that have been developed in pursuit of deliciousness. The series has been well received under the slogan, “The snack you don't have to skimp on”.

> [Click here to view the details of “Low Carb Store” Series at Montoile Co., Ltd. \(Japanese only\)](#) □



Baumkuchen of Low Carb Store



Madeleine of Low Carb Store

**“ASHITAMO” Series**

We design and sell tasty and healthy products to support women, mainly using low-carbohydrate ingredients and focusing on ingredients and taste. In addition to displaying nutritional content and developing a wide lineup of ingredient snacks as “good-to-eat snacks”, the company also supports women as a backer of the Pink Ribbon, an initiative aimed at eliminating breast cancer. We sell our products at affordable prices and have received favorable reviews.

> [Click here to view the details of ASHITAMO at Montoile Co., Ltd. \(Japanese Only\)](#) □



ASHITAMO Logo



A series of ASHITAMO products

## High Nutrition Food Initiatives

### <Initiatives at Marubeni Foods Corporation>

#### A Comprehensive Approach to the Health Food Market

Accompanied by significant social changes, the concept of “self-medication”, where people take care of their own health, has become widely accepted, and consumers' interest in health is increasing day by day. In response to these market needs, Marubeni Foods Corporation has been actively marketing health maintenance products and health-related products to pharmacies and drug stores through its nationwide sales network. With a comprehensive approach to the health food market, they also supply ingredients to manufacturers.

#### Focus on Therapeutic Meals and Smile Care Foods in an Aging Society

With the progression of the aging society, Marubeni Foods Corporation is focusing on areas such as therapeutic meals and Smile Care Foods (nursing care meals), that support healthy and comfortable aging. By collecting feedback from dietitians and patients in the field and promoting product development tailored to their conditions, sales of hospital foods, nutritionally adjusted foods, and soft foods to hospitals, welfare facilities for the elderly and home patients reached 42 million units in FYE 3/2023.



Soft Food -Soft Stewed Vegetables and Meatballs in Tomato Sauce



Nutritional Drink Additives for use in Hospitals

#### Main Products

- Various health foods
- Hospital and therapeutic foods
- Smile Care Meals (nursing care meals)

➤ [Click here to view the details of health food of Marubeni Foods Corporation \(Japanese only\)](#) 

#### Participation in Initiatives to Reduce Negative Impacts of Processed Foods

Marubeni Foods Corporation is a member of the Eat & Fun Health Association, which aims to reduce the negative effects of excessive carbohydrate intake, and is involved in various activities as a “low-carb” partner to spread awareness of carbohydrate-restricted diets and practices.

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

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Japan REIT Advisors Co., Ltd. (Currently Marubeni REIT Advisors Co., Ltd.) (MRA), 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, MRA 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 diversified J-REIT, UUR aims to reduce various risks and secure medium- to long-term stable earnings by making real estate investments in diverse assets and locations in each regional economic zone with the focus on the Tokyo Metropolitan Area. Aiming for the realization of a society that is sustainable, diverse and inclusive, UUR and MRA have been engaged in real estate investment and management with consideration for ESG. Upon acquisition of real estate properties, MRA will conduct adequate due diligence and carefully examines not only profitability but also impact on the environment (e.g. asbestos, soil contamination), tenants (e.g. antisocial forces, labor environment), and surrounding area (e.g. relationship with the relevant community, influence of traffic congestion on surrounding environment, etc.) before making investment decisions.

One of the metrics to manage climate-related risks and opportunities is the environment certification coverage rate for the portfolio of UUR. UUR and MRA set a medium-term target of an 80% rate (based on gross floor area) by 2024. As a result of acquiring new environmental certifications and continued efforts to re-acquire them for properties for which they would expire, they had reached 77.4% as of November 30, 2023.

As a result of these initiatives, in the 2023 GRESB Real Estate Assessment, the annual benchmark that assesses sustainability practices in the real estate sector, UUR received "4 Stars" in GRESB Rating, which is based on GRESB Overall Score and its quintile position relative to global participants for the third consecutive year. It also won the "Green Star" designation for the ninth consecutive year by achieving high performance both in "Management Component" that evaluates policies and organizational structure for ESG promotion, and "Performance Component" that assesses environmental performance and tenant engagement of properties owned.

In the MSCI ESG ratings, UUR received an "AA" rating, the second highest of seven ratings, and has been added to the constituents of MSCI Japan ESG Select Leaders Index.

UUR and MRA 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 policies for ESG promotion and initiatives, certification / evaluation](#) 

➤ [Click here to view the Marubeni 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.).

#### **Example of Initiatives: Recycling of food waste**

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.

#### **Example of Initiatives: Collaboration with FANCL CORPORATION - Closed Loop Recycling of Used Cardboard\*1**

Marubeni Corporation, and its subsidiary companies Marubeni Forest LinX Co., Ltd., Marubeni Paper Recycle Co., Ltd., and Koa Kogyo Co., Ltd. (hereinafter "the four Marubeni Group companies"), are providing FANCL CORPORATION (hereinafter "FANCL") with a circular economy\*2 model that collects and recycles used cardboard boxes generated at FANCL's distribution centers.

This initiative involves collecting used cardboard from FANCL's distribution centers and using it as raw material for 100% recycled paper which is then made into paper bags. The four Marubeni Group companies manage the entire process within the Group, from the collection of used cardboard to the supply of raw materials, production of recycled paper, and arranging the manufacture of paper bags. The paper bags produced through this initiative are used at all FANCL directly-managed stores and for online sales from April 1, 2023. The four Marubeni Group companies will continue to encourage consumer interest in a circular economy society and contribute to its realization by promoting initiatives to recycle various types of used paper into familiar paper products, utilizing the Group's comprehensive strengths.

\*1 Recycling used materials collected by the company for reuse in the company's own operations.

\*2 Circular economy is an economic system in which products, raw materials, and other resources that would otherwise be discarded in conventional economic activities are considered "resources" and are recycled or reused in other ways to circulate resources.

Social

# HR Management

| Policy ▾ | Initiatives ▾ |

## Policy

### GC2024 Group Human Resources Strategy

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#### Marubeni HR Ecosystem

Our human capital is the Group's greatest asset and the driving force behind value creation. Under our Mid-Term Management Strategy GC2024, we are working to further devolve the "Marubeni HR Ecosystem" set forth in GC2021, with the aim of further strengthening it. The "Marubeni HR Ecosystem" is a concept that forms the basis of our human capital strategy in order to realize our vision of a Global crossvalue platform, and it represents the direction in which we are striving for change.

The Marubeni Group is creating attractive ecosystem where human capital of high social value and diverse backgrounds can come together, be energized, connect with each other across company and organizational boundaries continue to take on the challenge of creating new value by combining their diverse values and expertise.

The starting point for the idea behind the "Marubeni HR Ecosystem" is linking management strategy with human capital strategy. The Talent Management Committee, a human capital strategy meetings featuring the CEO, CAO, CSO and CHRO as key members, is aiming to realize a human capital strategy that aligns with management strategy. Specifically, Talent Management Committee will continue to discuss key priorities such as human capital allocation, leader development, engagement, diversity, and HR system reform review, and they will promote the management-led changes with a sense of urgency. The Marubeni Group in 2023 newly established a CHRO position in order to strengthen the creation and promotion of HR-related systems and measures that contribute to the execution of management strategies. In addition, we are strengthening linkage with management through various initiatives, increasing opportunities for direct communication between management and employees, and operating an employee stock ownership program (enrollment rate of 86.2% as of March 31, 2023) that provides special incentives for employees to foster a sense of collective responsibility towards enhancing corporate value, etc.



< Global crossvalue platform >



< Marubeni HR Ecosystem >

**Human Capital with High Social Value**

- Human capital that creates new value
- Highly regarded and essential to society and our customers



**Diversity & Inclusion**

- Leveraging diverse values
- Increasing value creation capabilities utilizing the strength of diverse individuals

**Culture of Active Participation and Connectivity**

- Creating environments and workstyles for invigorating human capital
- Open innovation to bring together internal and external ideas

Coming Together

Being Energized

Connecting

< Our Vision of the Future >  
Global crossvalue platform

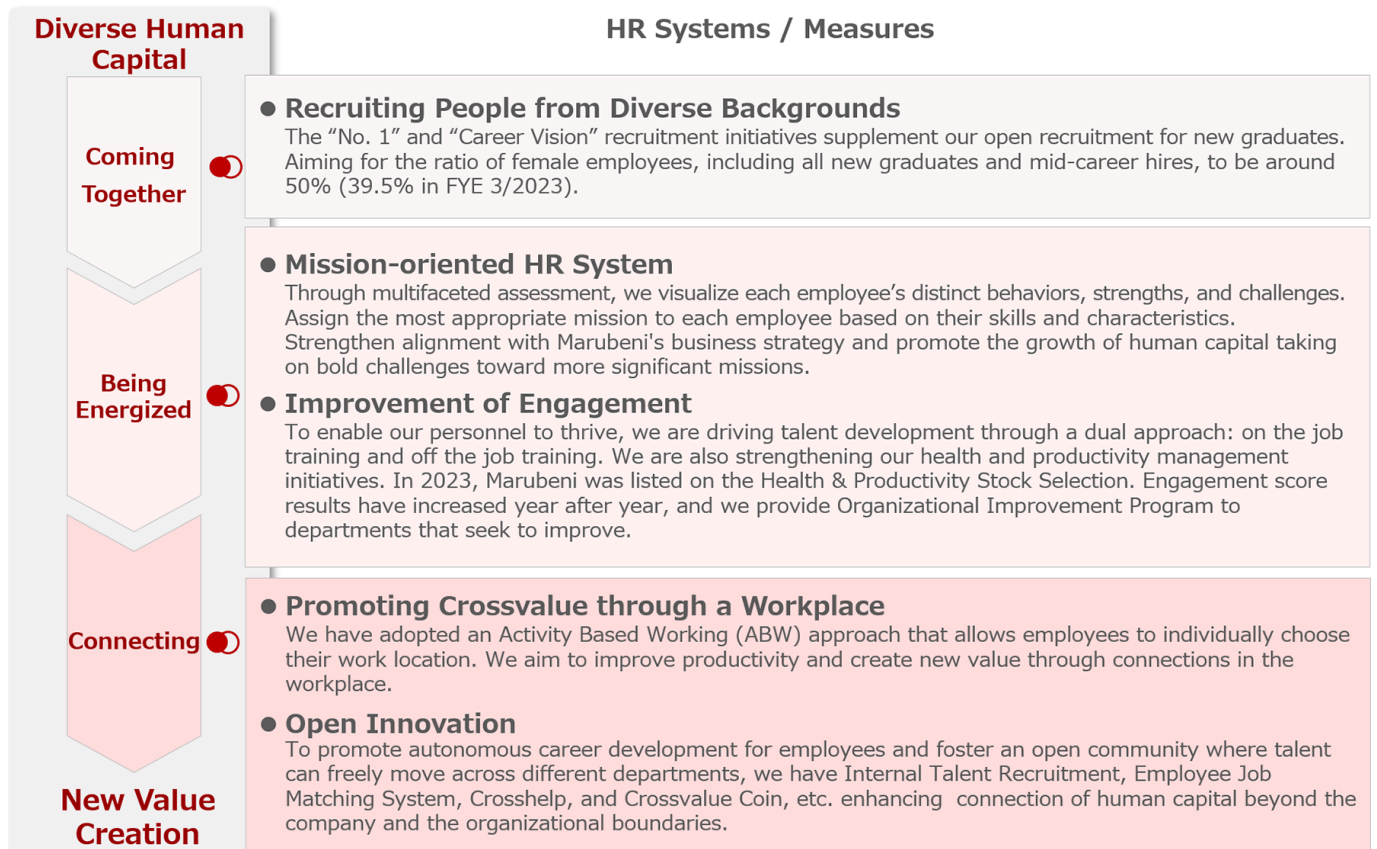
We will generate new value by freely combining our Group's strengths, internal and external expertise, and individual dreams and visions, taking the Marubeni Group as one single platform.

Every single Marubeni Group employee is involved in creating new value as part of the "Global crossvalue platform."

- Further developing a Marubeni HR Ecosystem focused on creating new value through diverse human capital coming together, being energized, and connecting
- Talent Management Committee\* to promote specific management-led human capital strategies

\*Meeting for discussing HR strategy, featuring the CEO, CAO, CSO, and CHRO as key members

Promote the Further Progression of the Marubeni HR Ecosystem

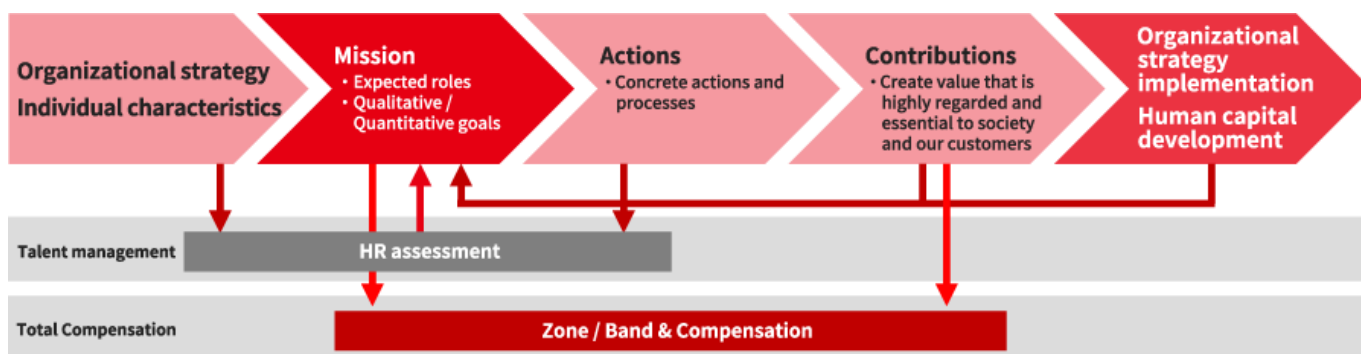


## Mission-oriented HR System

### Missions of each employee is at the core of “organizational strategy execution” and “talent growth”

- Pursuing improvement of long-term corporate value is realized by implementing strategies in each organization.
- Each employee is given a mission based on their skills and characteristics. The goal of this is to enhance the strategic execution capabilities of the organization by augmenting each individual's contribution.
- Each employee taking on bold challenges toward more significant missions and striving for excellence will lead to their further growth and their increased market value\*1.

\*1 To allow each employee to take on the more challenging roles and objectives, we set missions through active communication between the supervisors and their employees, conduct a year-end evaluation and give feedback to the employee, and set missions for the following year based on the results of the evaluation. This continuous cycle is closely connected with the employee's individual abilities and career development.



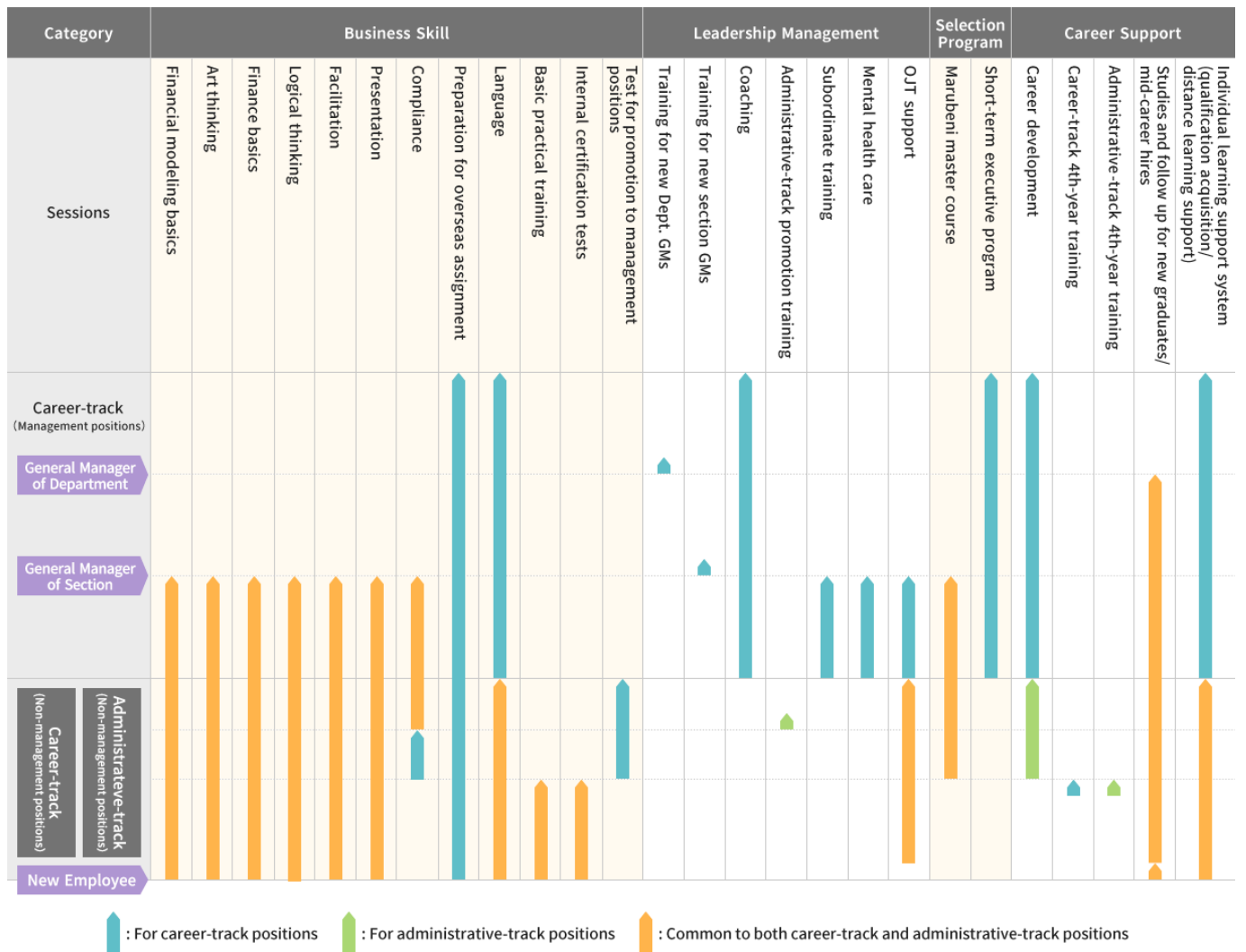
## Basic Policy on HR Development

We are driving talent development through a dual approach: on the job training as the core and off the job training as a supportive 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.

Regarding off-the-job training, our Marubeni Global Academy is a multi-layered approach to human capital development that includes systematic programs in business skills and leadership management, as well as organization-specific training based on the human resource strategy of each organization and group workshops for employees of domestic and overseas Group companies. We will continue to strengthen human resources development initiatives to drive the growth and active participation of our Group's human capital, the source of corporate value.

### Marubeni Global Academy



## Initiatives

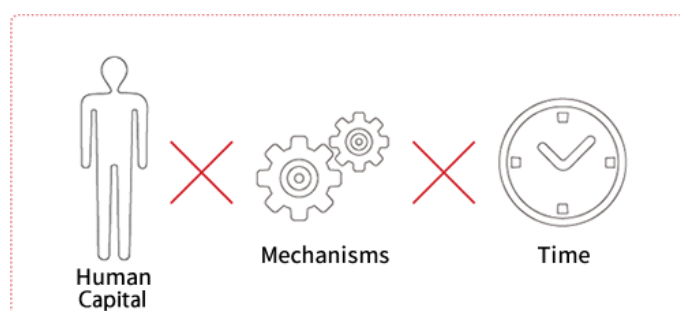
### Individual Learning Support System

To further enhance the autonomy of motivated employees, we offer support for skills development, acquiring knowledge and experience that cannot be gained through regular work activities, and employee skill development. We offer support for obtaining qualifications, approximately 60 cases annually, and have a track record of assisting around 1,800 employees with business knowledge-related learning services.

### 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 since 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 are implemented to promote the development of such human capital.

##### Marubeni Academia

The Marubeni Academia program aims to nurture global innovation leaders who will lead the Marubeni Group. Diverse talent who are excelling globally are chosen for this program to engage in discussions on various themes over the course of a year.

##### External Personnel Exchange Program

This is a program targeting employees who are future candidates for management and executive positions at Marubeni. The employees are assigning to leading companies in various industries 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" is 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**

We have created the BMC site to increase the visibility of the assets and business models of the Marubeni Group and share them with all employees. To help create new businesses, we will expand the functions of the site. At the same time, we will promote measures enabling us to use the BMC framework in business settings.

**Idea Box**

This mechanism enables all Group employees to contribute proposals related to new business ideas, challenges they would like to take on, and business improvements.

**Innovation Salon**

Employees interested in innovation can casually participate in this lecture-style event where we invite new business promoters and entrepreneurs from outside of the company. We hold these events on a regular basis with the aim of broadening participants' perspectives by exposing them to "expertise" from outside the company, giving them hints for new ideas, and motivating them to take action themselves.

**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.

**15% Rule**

This measure makes it possible for employees to allocate up to a maximum of 15% of their work hours to 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, know-how 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 foster unity at Marubeni, internal meetings are regularly held with the aim of encouraging communication between co-workers and between management and employees. By FYE 3/2023, a total of more than 2,800 employees participated in the meetings. By continuing to provide opportunities for direct dialogue between management and employees, we will further energize and deepen communication within the Company.

### Engagement Survey

Marubeni defines engagement as “a relationship where individuals and the organization come together and contribute to each other’s growth.” To improve organizational management and various organizational systems and to create a dynamic workplace, an internal survey is used to measure the engagement score of employees. In the survey, which was conducted in July 2022, the response rate was approximately 96% and the score was 59.2, compared to an average of 50.0 for other companies. This result suggests the improvements made to the Marubeni Group’s work environment have boosted employee satisfaction and motivation. Based on these results, Marubeni was awarded third place in the Best Motivation Company Award 2023 presented by Link and Motivation Inc. in the Large Company category (over 2,000 employees). While we will continue to reinforce our strengths identified in the survey results, we are taking steps to address the issues through a range of measures.

### Relationship with the Labor Union

The Marubeni Employees’ Union was established in 1949. As of March 31, 2023, it has 2,754 members, or about 64% 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 3/2023, 11 meetings were held, including management-union discussions with the CEO and other senior management members, various collective bargaining meetings\*<sup>2</sup>, 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.

\*<sup>2</sup> The collective labor agreement stipulates that (1) matters concerning the working conditions of union members, and (2) other matters that have a significant impact on the Company, on the union, and on union members, are matters for collective bargaining. The agreement also stipulates that the Company and the union must respond in good faith to any legitimate request for collective bargaining by the other party and strive to resolve the issue promptly.



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.

Social

# Diversity Management

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

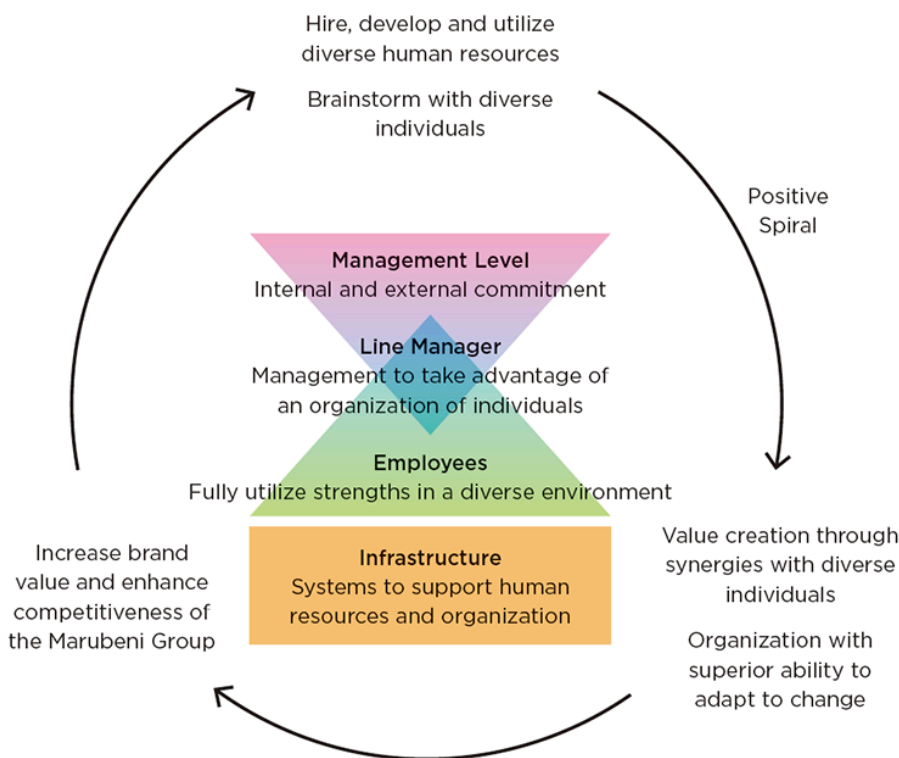
## Policy

➤ Details on the GC2024 Marubeni 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 station them overseas proactively, and to create an environment where they can play an active role regardless of life events. As of April 1, 2023, there are 475 women (14.0% of all career-track positions) working in Japan and overseas. Many women in this track are either relatively early or mid-career and are expected to play an even more active role as candidates for future managerial positions.

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 management positions, and the annual paid leave usage ratio, we will focus further on encouraging the success of women in the workplace. In addition, Marubeni has established “Female Empowerment at Work 2.0” as our new policy in August 2022.

In addition to the various initiatives taken to create an environment where female employees can continue thriving at work, “Female Empowerment at Work 2.0” aims to create an environment where women are more deeply involved in corporate management and business decisions making at Marubeni. Also, we will focus further on “expanding the talent pipeline” to enhance growth opportunities for women and strengthen their career paths towards positions that involve decision making.

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

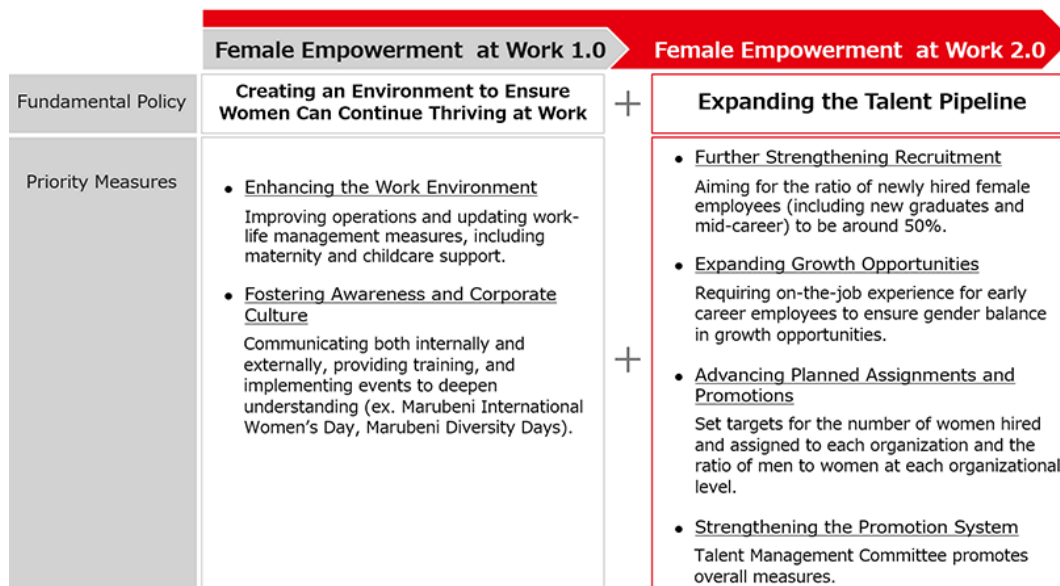
➤ [Click here to view Action Plan \(Japanese only\)](#) 📄 [145KB] ➤ [Ministry of Health, Labour and Welfare Database \(Japanese only\)](#) 📄

Goals	<p>I. Providing equal opportunities for women</p> <ul style="list-style-type: none"> <li>Ratio of new female graduates hired for career-track positions will be raised from the current 20-30% to around 40-50% within three years (joining the Company by FYE 3/2025).</li> <li>Ratio of females in all career-track positions will be at least 15%.</li> <li>Ratio of females in all management 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 usage ratio to at least 70%.</li> </ul>
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### Female Empowerment at Work 2.0 (Established in August 2022)

## Female Empowerment at Work 2.0

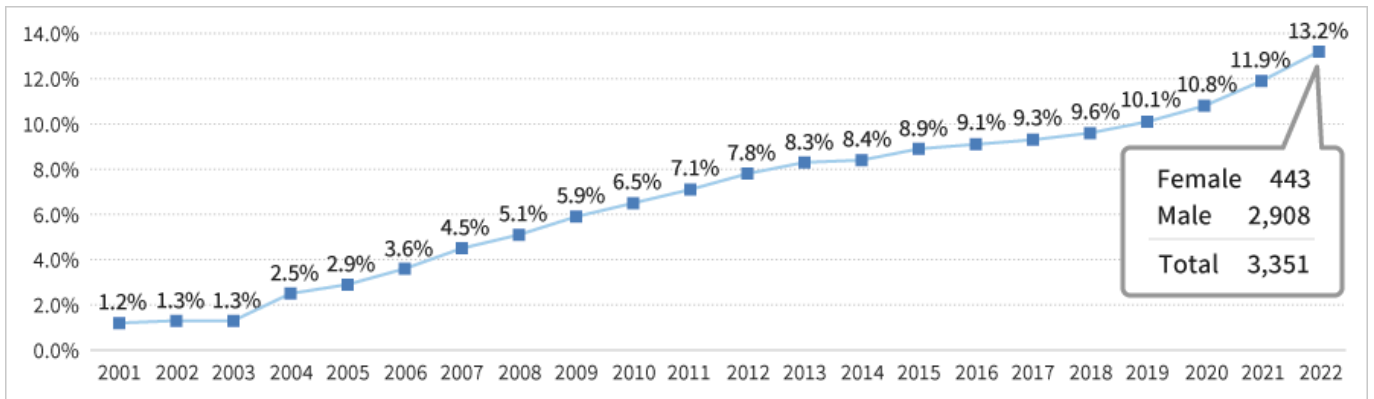
More focus on “Expanding the Talent Pipeline” to enhance growth opportunities for women and strengthen their career paths towards positions that involve decision making



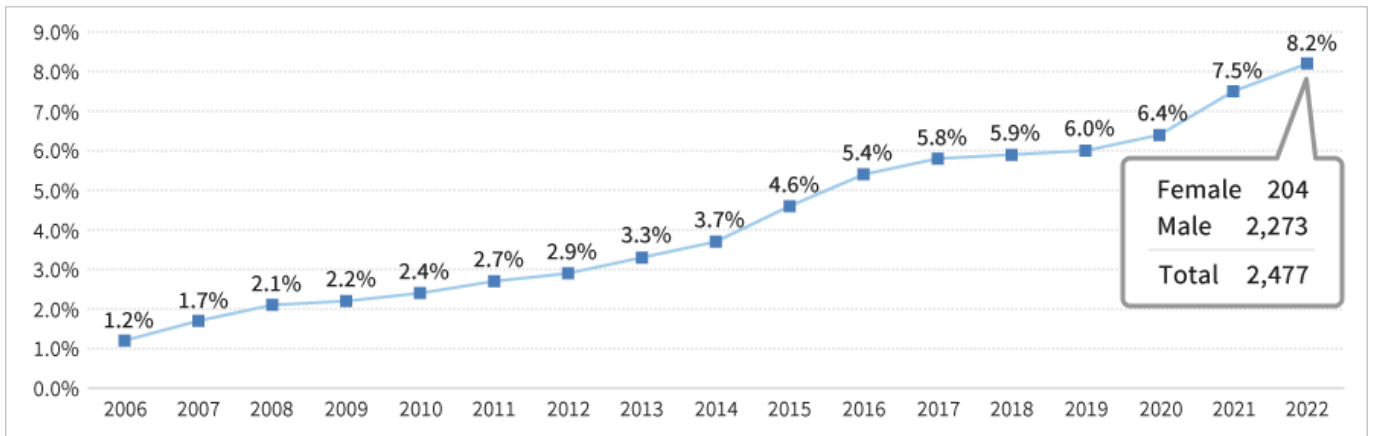
➤ [Click here to view News Release “New Policy for Promoting Female Empowerment at Work”](#)



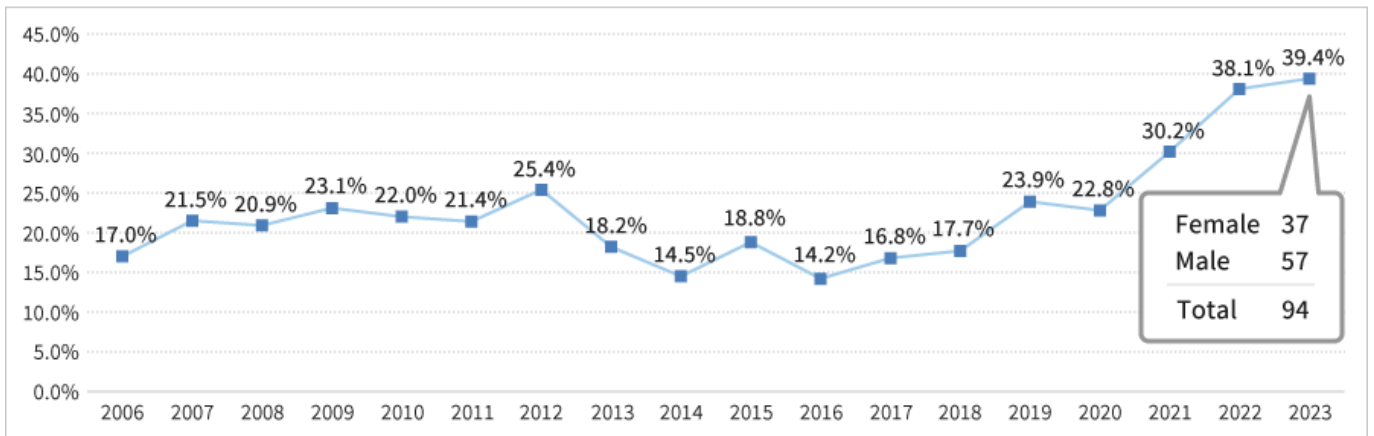
Ratio of Female Employees in all Career-track Positions (As of October 1 Each Year)



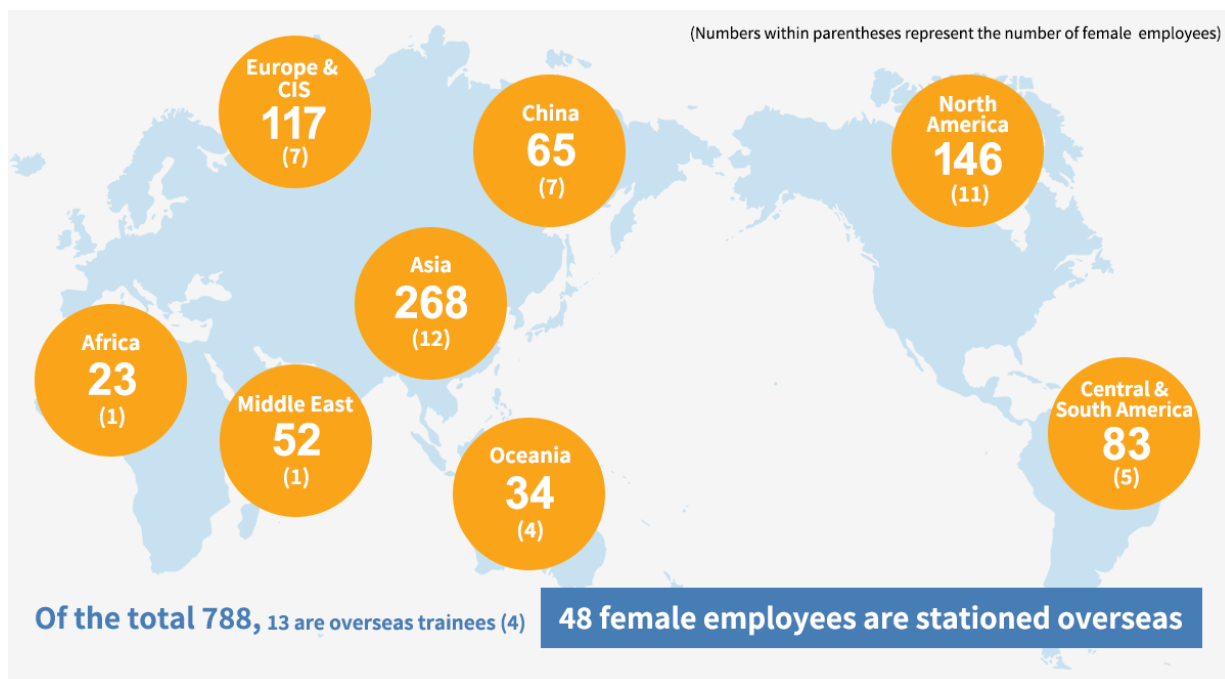
Ratio of Female Employees in all Management Positions (As of October 1 Each Year)



Ratio of New Female Graduates Hired for Career-track Positions (As of April 1 Each Year)



Employees Stationed Overseas (As of April 1, 2023)



**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 (MIWD) on this day each year to support active working women.

In FYE 3/2023, the program included a Top Message by the President, a Talking Event by an external advisor, and interviews with female employees working actively on the global stage. MIWD provided opportunities for employees to rethink and act on the promotion of diversity and gender equality, through various measures to make the event more exciting such as the Purple Dress Code Project, in which photos of employees wearing purple items, the symbolic color, were introduced on the Company’s SNS, and the MIWD collaboration menu which was offered at the employee cafeteria, ○Café.

■ **Talking Event “Embrace Equity”**

An external executive working active globally spoke about the importance of promoting diversity from various perspectives based on her own diverse career.

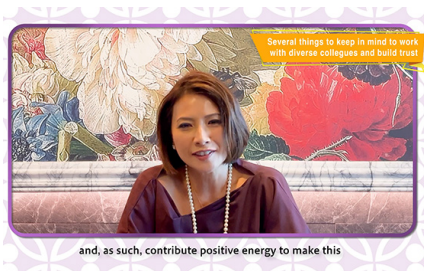
■ **Message 1 “How I Felt Throughout My Career”**

Female leader employee who joined Marubeni through mid-career recruitment and had a wealth of external experience shared her various experiences, the tips and advice she felt through these experiences for the promotion of empowering female employees.

■ **Message 2 Voices from Japanese Female Employees Stationed Overseas**

We shared powerful video messages from Japanese female employees currently working globally.

The messages will not only promote understanding of diversity and gender equality, but will contribute to a better awareness of these issues in their own career.



Talking Event “Embrace Equity” from an external executive working active globally



Purple dress code photos from Indonesian members



Collaboration menu for ○Café×MIWD

## Measures to Support Overseas Postings After Childbirth

To provide support to employees stationed overseas where they will also be accompanied only by their children, Marubeni introduces various measures to provide allowances for accompanying a spouses and assistance towards childcare cost of relatives, etc. With the diversified workstyles and family situations, we ensure that the right people can be placed in/promoted to the right positions and that these individuals can achieve ongoing career and skills development.

## External Training Participation for Females

With the aim of providing growth opportunities that cannot be gained internally and networking opportunities with female employees from external organizations, we have sent a total of 64 female employees to external training programs.

## BENInovation Program

We have been implementing the “BENInovation Program,” a program that primarily targets early to mid-career female employees in career-track positions and their immediate managers, to encourage these employees to take on greater challenges and to strengthen diversity management.

“Kick-off Sessions” for early to mid-career female career-track staff and their immediate managers	“Career Sessions” for early-career female employees in career-track positions
Keynote lectures on the essence of management for promoting diversity, the necessity of changing female employees’ mindset, and changing the mentality of managers	Group work that envisions a more proactive career by playing roles as future managerial-track employees and taking into account future life events

## Creating an Environment and Network to Promote the Participation of Diverse Human Resources

### Marubeni Global Mobility Program

Through the Marubeni Global Mobility Program, Group employees from overseas offices, who are also future candidates for executive positions at their respective offices, are seconded to Marubeni Headquarters in Tokyo and Group companies in other countries for a set period of time. By expanding opportunities to gain experience at Marubeni Headquarters and overseas/domestic Group companies, Marubeni promotes the active participation of diverse human capital across the world.

### Marubeni Diversity Days

Marubeni Diversity Days is held with individual events under the themes of “Diversity as a Corporate Growth Strategy,” “Unconscious Bias,” “Disability Inclusion,” “Multicultural Co-creation in the Workplace,” and “Learning More about LGBTQ.” Through lectures and panel discussions by external speakers and Marubeni Group employees over the five-days event, employees have the opportunity to learn more about diversity and reaffirm its importance.

### Marubeni Group Workshop

The Marubeni Group Workshop is held annually for selected managers from Marubeni Group companies to deepen their understanding of the Marubeni Group and share information regarding their respective businesses. This workshop also promotes networking among Group employees from diverse backgrounds who are active in Japan and other countries.

## 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, 2023, 222 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

To promote the employment of people with disabilities, we established the Marubeni Office Support Corporation in 2008, which is certified as a special-purpose subsidiary company\*1.

\*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 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 December 2020, Marubeni Office Support Corporation (Marubeni Office Support) became the first company in Tokyo to obtain the “Monisu Certification” mark, awarded to small and medium-sized enterprises that excel in the employment of people with disabilities. Marubeni Office Support was also certified by the Tokyo metropolitan government as a best practice company for barrier-free design in March 2021. This certification was awarded for Marubeni Office Support’s efforts toward creating a safe working environment for employees with disabilities and actively communicating the employees’ experience and achievements publicly.

As of April 2023, the company has a total of 73 employees with disabilities and 11 employees without disabilities who aim to help each other and improve 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 2023, Marubeni Corporation and the Marubeni Office Support employ a total of 99 people with disabilities, an employment rate of 2.67% that exceeds the legally-prescribed minimum employment rate.

Marubeni Corporation and Marubeni Office Support will continue striving to create workplaces where everyone 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 provides equal opportunities to anyone 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 recruiting manual for fair recruiting and strive to ensure that our policies are thoroughly understood across Marubeni Group companies.

## Recruiting Diverse, Top Talent

While incorporating distinctive hiring methods, we engage with a diverse pool of talent who can become the drivers of new value creation by leveraging their expertise, capabilities and individuality.

### 1. New Graduate Recruitment

In addition to the open recruitment to accept a wide range of applications, we incorporate hiring methods “Career Vision Recruitment”, which is a job-based hiring program for recruiting people who have indicated the responsibilities and department that they want to apply for within our company. Employees in the Recruiting Section lead the advertising and assessment processes, which includes planning advertising campaigns to the actual candidate selections, and approximately 27 departments participated in FYE 3/2023.

### 2. Mid-career Hiring

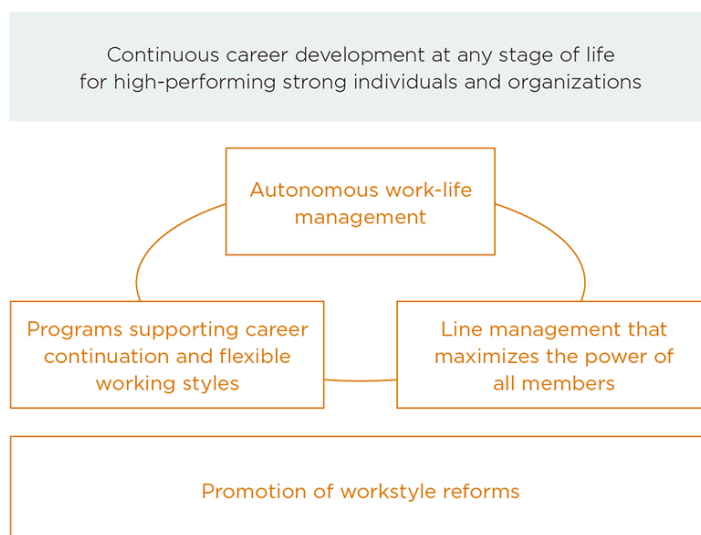
We are strengthening our mid-career hiring seeking to acquire talent who can become the drivers of new value creation by leveraging their expertise, capabilities and individuality cultivated outside of the company. Each year, we recruit and hire more than 20% of all hires through mid-career hiring.

## Promotion of Work/Life Management

We are promoting work/life management as a foundation for employees with diverse backgrounds to create results and support balancing work and parenting regardless of gender. We implement various measures for work-life management in order to achieve “continuous career development” and “high performance” regardless of an employee’s stage in life.

> [Click here for the usage status of various systems \(Japanese only\)](#)  [112KB]

### Marubeni Work-Life Management



## Major Measures Related to Work/Life Management

### Measures for Balancing Work and Parenting

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 managers and workers around them understand, 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, and “Family support leave” to support family members. There is also a system that allows part of the childcare leave to be taken as paid leave in order to encourage male employees to take paternity leave. We have introduced a company-wide flexible working hours system and a teleworking system for all employees as well. This enables employees to work both autonomously and flexibly.

## Providing Information to Deepen Understanding of Support Systems

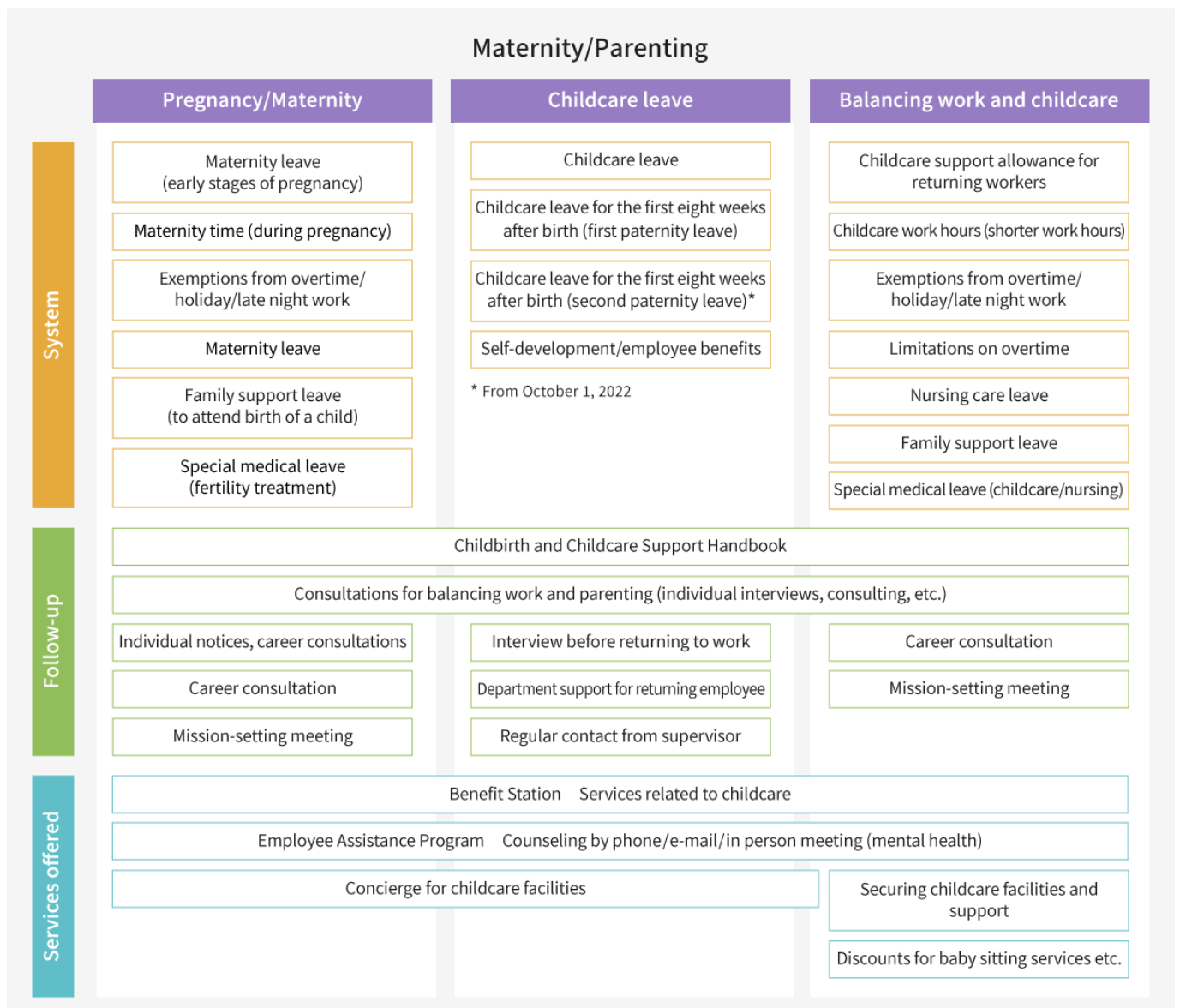
Employees who are pregnant or will have children in their family and the respective employee’s manager are provided with a “Childbirth and Childcare Support Handbook.” As requested, consultations are provided as well. Additionally, we provide information to deepen employees’ understanding of support systems and provide consultation services regarding balancing work and childcare.

## 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 desired. In FYE 3/2019, we began securing permanent places at a daycare center near our Tokyo Head Office to support employees in returning to work smoothly.





## Measures for Supporting the Balance Between Work and Family Care

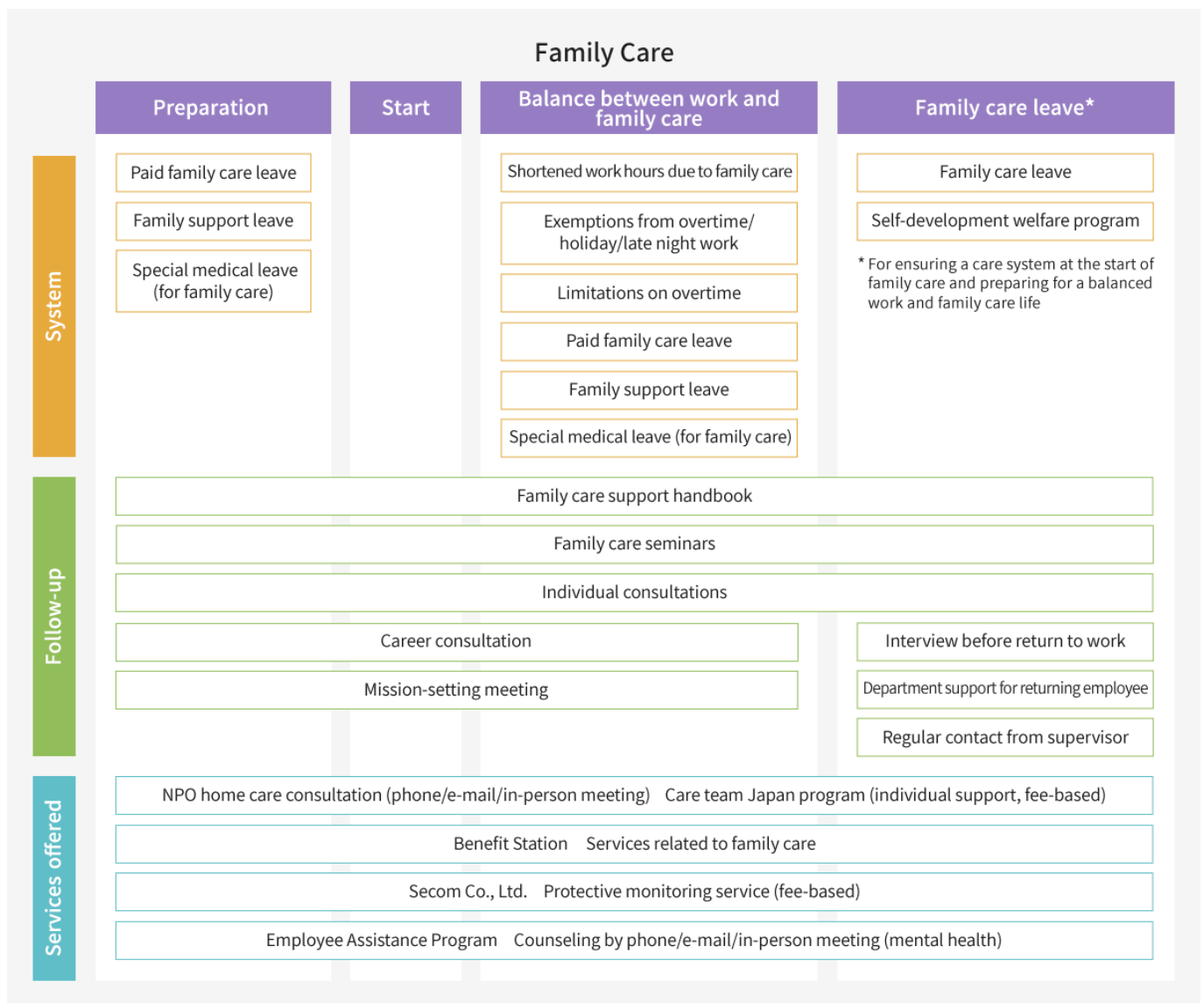
We live in a world characterized by declining birthrates, an aging population, fewer siblings, more people remaining single, and more dual income households. This means that family care, which was traditionally taken care of mostly by stay-at-home family members, is now an issue that working family members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

## Providing Information to Deepen Understanding of Support Systems

Marubeni has created and distributes a Family Care Handbook and has also been holding nursing care seminars on various topics since FYE 3/2011. 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 family care themselves, so that they can better manage their situation and balance work with family care.

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

We provide free consultation by telephone, e-mail, or in person in collaboration with Umi wo Koeru Care no Te, an NPO dedicated to supporting family 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.



Social

# Social Data

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

## Employee Statistics

### Employee Data

	FYE 3/2021	FYE 3/2022	FYE 3/2023
No. of employees (Consolidated)* <sup>1</sup>	45,470	46,100	45,995
No. of employees (Non-Consolidated)* <sup>2</sup>	4,389	4,379	4,340
Of which, Domestic	3,561	3,562	3,529
Of which, Overseas	828	817	811
Of which, Male	3,203	3,179	3,115
Of which, Female	1,186	1,200	1,225
Percentages of male and female (%) <sup>*3</sup>	73.0 : 27.0	72.6 : 27.4	71.8 : 28.2
Average age <sup>*3</sup>	42.2	42.3	42.3
Of which, Male	43.1	43.3	43.3
Of which, Female	40.0	39.8	39.6
Average service years <sup>*3</sup>	17.5	17.6	17.6
Of which, Male	18.0	18.3	18.4
Of which, Female	16.2	15.9	15.6

\*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 3/2021	FYE 3/2022	FYE 3/2023
No. of career-track positions* <sup>3</sup>	3,318	3,357	3,338
Of which, Male	2,960	2,955	2,898
Of which, Female	358	402	440
Ratio of females in career-track positions (%) <sup>*3</sup>	10.8	12.0	13.2
No. of employees in management positions* <sup>3</sup>	2,304	2,433	2,466
Of which, Male	2,157	2,250	2,263
Of which, Female	147	183	203
Ratio of females in management positions (%) <sup>*3</sup>	6.4	7.5	8.2
No. of employees in management positions (general managers or above)* <sup>3</sup>	227	230	236
Of which, Male	227	229	233
Of which, Female	0	1	3
Executive Officers	32	36	37
Of which, Male	32	36	37
Of which, Female	0	0	0
Directors, Audit & Supervisory Board Members	18	15	15
Of which, Male	17	14	13
Of which, Female	1	1	2

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

## Employment Rate of People with Disabilities

	FYE 3/2021	FYE 3/2022	FYE 3/2023
Employment rate of people with disabilities (%) <sup>*4</sup>	2.58	2.60	2.57

\*4 : The figures shown the combined total for Marubeni Corporation and its 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 3/2021	FYE 3/2022	FYE 3/2023
No. of hires	146	162	157
Of which, Male	106	102	95
Of which, Female	40	60	62
No. of new graduate recruitment (Ratio of new graduate recruitment in hires)	116 (79.5%)	124 (76.5%)	123 (78.3%)
Of which, Male	79	74	65
Of which, Female	37	50	58
No. of mid-career recruitment (Ratio of mid-career recruitment in hires)	30 (20.5%)	38 (23.5%)	34 (21.7%)
Of which, Male	27	28	30
Of which, Female	3	10	4

\*5 : Figures for Marubeni Corporation.

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

	FYE 3/2021	FYE 3/2022	FYE 3/2023
No. of retirees	226	267	243
Of which, Male	173	203	216
Of which, Female	53	64	27
No. of mandatory retirement	81	92	87
Of which, Male	55	58	75
Of which, Female	26	34	12
No. of voluntary retirement	100	117	97
Of which, Male	83	97	86
Of which, Female	17	20	11
Turnover rate (%)	3.0	3.3	2.8

\*5 : Figures for Marubeni Corporation.

## Occupational Health and Safety

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

	FYE 3/2021	FYE 3/2022	FYE 3/2023
Average total actual working hours per year <sup>*5</sup>	2,086.1	2,083.3	2,055.1
Average overtime hours per month <sup>*5</sup>	20.0	20.3	18.4
Average use of vacation time per year (days) <sup>*6</sup>	9.55	11.39	12.41
Use of annual paid leave (%) <sup>*5</sup>	41.0	50.0	55.0
No. of employees who took maternity leave <sup>*7</sup>	58	70	76
No. of employees who took childcare leave <sup>*8</sup>	100	111	129
No. of employees who took childcare leave (male)	48	54	59
Return rate (following childcare leave) (%) <sup>*9</sup>	98.9	97.3	98.0
No. of employees who took family care leave <sup>*8</sup>	0	0	0
No. of employees who took paid family care leave <sup>*8</sup>	57	42	52
No. of employees who took shortened work hours due to family care <sup>*10</sup>	1	3	1
No. of employees who took volunteer leave <sup>*8</sup>	0	5	0

\*5 : Figures for Marubeni Corporation.

\*6 : Figures for Marubeni Corporation. The vacation includes annual paid holidays and other special vacation.

\*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 ("paternity leave after childbirth") and subsequent childcare leave shall be counted as one person each.

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

\*10 : Figures for Marubeni Cooperation. Indicates the total number of people who applied for the use of shortened work hours in the fiscal year.

### Occupational Health and Safety Data

	FYE 3/2021	FYE 3/2022	FYE 3/2023
Lost-time injuries frequency rate <sup>*11</sup>	0	0	0
Occupational illness frequency rate <sup>*12</sup>	0	0	0
No. of occupational accident or incidents leading to injuries or fatalities <sup>*13</sup>	0	1	1
No. of fatal occupational accidents <sup>*5</sup>	0	0	0
No. of fatal occupational accidents of contractors <sup>*14</sup>	0	0	0

\*5 : Figures for Marubeni Corporation.

\*11 : 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.

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

\*13 : Figures include the occupational accidents without lost workdays.

\*14 : Figures for Marubeni Group.

## Performance Management of Occupational Health and Safety<sup>\*15</sup>

	Targets	FYE 3/2021	FYE 3/2022	FYE 3/2023	Industry benchmark
Lost-time injuries frequency rate <sup>*16</sup>	0	0	0	0	1.98
Lost-time injuries severity rate <sup>*17</sup>	0	0	0	0	0.05
Average annual working days lost per case <sup>*18</sup>	0	0	0	0	27.4
Occupational illness frequency rate <sup>*19</sup>	0	0	0	0	—
No. of occupational accident or incidents leading to injuries or fatalities <sup>*13</sup>	0	0	1	1	—
No. of fatal occupational accidents	0	0	0	0	—

\*13 : Figures include the occupational accidents without lost workdays.

\*15 : Figures for Marubeni Corporation. We use a survey on occupational accident, executed in 2023 by the Ministry of Health, Labour and Welfare, as a benchmark.

\*16 : 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.

\*17 : Lost-time injuries severity rate=The number of total work loss days/Total working hours×1 thousand.

\*18 : The number of annual working days lost/The number of employees with an occupational accident.

\*19 : Occupational illness frequency rate = No. of occupational illness/Total working hours×1 million.

## Regular Health Checkups and Stress Check Tests

	FYE 3/2021	FYE 3/2022	FYE 3/2023
Ratio of regular health checkup participation (employees working in Japan)	99.0%	100.0%	100.0%
Ratio of regular health checkup participation (employees working overseas)	63.1%	80.1%	99.7%
Rate of employees undergoing stress check tests	91.6%	91.6%	95.5%

## Training and Education

### Employee Development Data<sup>\*20</sup>

	FYE 3/2021	FYE 3/2022	FYE 3/2023
Number of participants trained per year	25,188	32,535	43,320
Total number of training days per year	23,393 days	24,340 days	27,029 days
Total number of training hours per year	170,000 hours	177,000 hours	196,000 hours
Annual training hours (days) per employee	39 hours (5.3 days)	41 hours (5.6 days)	46 hours (6.3 days)

\*20 : 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 3/2021)	Number of participants (FYE 3/2022)	Number of participants (FYE 3/2023)
Package program for new graduates	Lecture by head of the medical clinic on "safety and health management"	115	126	127
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	210	91	420
Training for new GM for Dept.	Lecture on "working hour management, health management, and mental health care"	25	28	24
Administrative-track (upper level) promotion training	Lecture on "working hour management, health management, and mental health care"	12	22	10
Career-track 4th-year training <sup>*21</sup>	Lecture on "working hour management, health management, and mental health care"	0	179	65
Administrative-track 4th-year training <sup>*21</sup>	Lecture on "working hour management, health management, and mental health care"	0	47	11
Career development training	Lecture on "health management"	47	88	89

\*21 : The Program was suspended in FYE 3/2021 due to COVID-19 pandemic and postponed to FYE 3/2022 with anti-COVID-19 measures.