

# Relationships with Employees



## Strategy

<b>Risks</b>	<ul style="list-style-type: none"> <li>● With changing environments, workstyle diversity grows and access to information increases, meaning that what individuals want from a company becomes more diverse and complex.</li> <li>● Declines in job satisfaction and motivation may result in the drain of human resources.</li> <li>● Overwork, manpower shortages, and a lack of educational opportunities may lead to declines in operational efficiency and compliance awareness and a subsequent reduction in corporate value.</li> </ul>
<b>Response to risks</b>	<ul style="list-style-type: none"> <li>● Create and provide opportunities for participation and action (education, diversity and inclusion).</li> <li>● Provide support and autonomous career building that matches needs.</li> <li>● Build safe and comfortable workplace environments (communication).</li> <li>● Build workplaces conducive to continued work in good health (benefits and welfare).</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>● As individuals have greater access to information, we can expect to see diversification of values, greater cross-cultural understanding, and the formation of new ideas.</li> <li>● We can enhance our ability to respond to changes and business opportunities.</li> <li>● With a more mobile labor market, we will be able to secure people who can make an immediate impact.</li> </ul>

## Indicators and Targets

**Prioritized theme** Create an environment in which all employees can demonstrate their capabilities to the fullest

Medium- to long-term target	FY2023 result
■ <b>Enhanced investment in human resources (education)</b>	Total participant count: 719
■ <b>Promotion of diversity (inclusion)</b>	Diversity trainees: 724 Inclusion trainees: 65
■ <b>Career and skills development support</b>	Career and skills development trainees: 376

**Prioritized theme** Create a workplace conducive to continued work in good health

Medium- to long-term target	FY2023 result
■ <b>Provision of safe and healthy workplaces: Promoting comfortable workplaces</b>	Thorough overtime management, paid leave uptake encouragement, stratified education, etc.
■ <b>Implementing health management</b>	Organized health management data, provided information to improve health literacy, obtained 2024 Health & Productivity Management Organization certification

## Embracing Diversity and Inclusion

### Basic Concept

#### Policy Orientation

FDK Group promotes diversity in human resources irrespective of nationality, gender, sexual orientation, age, ability/disability, religion or values as a basic policy to enable individuals to grow with the company.

#### Status-to-be

Our Status-to-be is for everyone working in the FDK Group to refuse to engage in any form of discrimination and welcome diverse human resources with actual action.

### Examples of Initiatives and Other Measures

#### 1. Creating a working environment that is friendly for all people

- We have put in place a work environment that is comfortable for people with disabilities and LGBTQ+ people to work in.
- Factory training and trial employment have been conducted for people with disabilities.
- We are systematically promoting the installation of barrier-free, multi-purpose restrooms.

#### 2. Improving the personnel treatment system

- As part of our efforts to accommodate all religions, we have set aside prayer spaces within the company.
- We have introduced "thanks points" to foster a culture of mutual praise.

#### 3. Full educational activities such as training and seminars

- During management training, we provided lessons on topics such as health management, thorough overtime management, and the childcare leave program for men.
- As part of International Women's Day, we presented lectures on work-family balance with an awareness of wellbeing.

#### 4. Conducting employee satisfaction surveys

- We conducted an employee satisfaction survey for all employees (response rate: 99.6%). To resolve the issues revealed by the survey results, we conducted a training program on organizational revitalization.

#### 5. Contributions to local communities and society

- We held summer parent-child collage classes for people with disabilities in the local community.



Work-family balance lecture for 2023 International Women's Day



Summertime parent-child collage class for people with disabilities in the local community

## Relationships with Employees

### Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace

Since April 2010, in accordance with the action plan based on the Act on Advancement of Measures to Support Raising the Next Generation of Children, the FDK Group has been actively pursuing work-life balance in order to realize an environment where each employee can work with vigor and satisfaction. We have also drawn up an action plan in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace, which came into effect in April 2016. We will continue striving to be a company where both men and women can play an active role.

#### About the Stage 1 Action Plan

In order to further support women's advancement, we drew up an action plan, as follows.

##### 1. Plan period

Five years from April 1, 2016 to March 31, 2021

##### 2. Our challenges

The culture and work environment are not supportive of female employees raising children.

- Workplace management is inadequate in some areas, making it difficult for women to continue working while raising children due to difficulties in balancing work and family life.
- The workplace culture is not conducive to supporting those who continue to work after giving birth or while raising children.
- There is insufficient understanding of flexible working styles in the workplace, making it difficult to take time off suddenly, such as when a child is sick.

##### 3. Quantitative target

Increase the percentage of women in managerial positions by 125% or more relative to FY2015.

##### 4. Initiative and implementation period details

###### Initiative 1: Management-led implementation of work-life balance

- April 2016 — Success Support Project for Women organized to regularly check the status of activities and share information on various measures and outcomes.
- October 2016 — Events hosted by the Office to Support Women's Success on a yearly basis.

###### Initiative 2: Promoted the creation of a comfortable work environment to enhance workplace responsiveness and management

- April 2016 — Planned and reviewed various seminars and training programs.
- December 2016 — Conducted management training to renew awareness among male managers and workplace leaders.
- June 2017 — Women's career training held to renew awareness among female employees.

###### Initiative 3: Active recruitment of female employees and implementation of recruitment plans

- October 2016 — Consideration given to expanding the workplaces and job areas where female employees are assigned.
- February 2017 — Plan implemented for active recruitment of female employees in conjunction with the personnel and recruitment plans.

#### About the Stage 2 Action Plan

In order to further promote women's advancement and create a work environment where both men and women can work for many years, we drew up an action plan, as follows.

##### 1. Plan period

Five years from April 1, 2021, to March 31, 2026

##### 2. Our challenges

- Challenge 1: Workplace management is insufficient in some areas, and the use of the system is not well understood.
- Challenge 2: A workplace culture is needed that supports people who continue to work after giving birth, while raising children, while caring for family members, etc.
- Challenge 3: There is insufficient understanding of flexible working styles in the workplace, making it difficult to take time off suddenly.

##### 3. Targets and details of initiatives and implementation period

Goal 1: Increase the percentage of women in managerial positions by 150% or more\* relative to FY2021.

Initiative details

- April 2021 — Regular meetings of the Diversity Promotion Office, which supports the advancement of women, were held to confirm the status of activities and share information on various measures and outcomes.
- April 2021 — Provided a self-development curriculum to support individual career advancement.
- June 2021 — Increased the number of female participants in training programs for next-generation leaders.
- September 2021 — Held management training for managers and supervisors.
- October 2022 — Held exchanges of viewpoints with female managers and supervisors.

Goal 2: Increase the rate of use of flextime, telework, and other systems that contribute to flexible working styles, by 25% relative to FY2021.

Initiative details

- April 2021 — Improved the system and raised awareness of it on a regular basis.
- June 2021 — Established an environment for telework.
- September 2021 — Raised awareness of the importance of work-life balance at management training seminars.
- September 2021 — Conducted education on management points and issues regarding telework.

Table 1: Proportion of women in executive positions

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Proportion of women executives (%)	1.1	1.3	1.4	1.4	1.9	2.1

Table 2: Proportion of women trainees in next-generation managerial candidate development training

	FY2020	FY2021	FY2022	FY2023
Proportion of women trainees (%)	3	3.8	5.3	7.1

\* Comparison calculated where the proportion of women in managerial positions on April 1, 2021 is 100%.

## Relationships with Employees

### Developing Human Resources for Their Contribution to Society and the Planet

#### Human Resource Development

FDK Group strives to nurture human resources by categorizing human resource development into four main themes

1. Stratified training  
We are working to enhance the training required for each position, from new hires to executives.
2. Development training  
In order to nurture professionals in their respective fields of expertise, we encourage employees to take various examinations, including technical certifications, attend specialist seminars, and adopt cutting-edge technologies and skills.
3. Business leader development  
We are working to encourage and promote human resource development and strengthen management skills that can help revitalize organizations, such as next-generation leader training, developmental leader training, and global human resource development (language study abroad).

4. Supporting the growth of a diverse range of individuals  
We will work to support and motivate individual personnel through career design training, career support, and other programs.

#### Review of Various Education and Training Programs

1. Review of stratified education  
The curriculum content has been refined to be more specific to the roles and expectations of each particular employee level. For younger employees in particular, we incorporated content that would lead to competency evaluations in conjunction with the operation of the new personnel system.
2. We provide opportunities for personal study for self-development. We provide convenient opportunities for employees to learn and improve their skills through e-learning.
3. Conducting training that takes talent management into account  
We provide training to develop the next generation of human resources.

4. Expanding the "Dojo"  
Our "Dojo" conducts the following activities.
  - (1) Self-improvement activities in a variety of fields to hone employees' knowledge, abilities, and mental and physical skills
  - (2) Activities to enhance communication between different departments and generations and to strengthen the organization

- Purpose of the "Dojo"
- (1) For FDK Group employees to enrich their lives by developing deeper expertise, education, and experience in various fields.
  - (2) To renew awareness of self-improvement, put in place an environment for self-improvement, build a corporate culture in which employees work hard to help and compete with each other, and strengthen organizational capabilities by passing down techniques and conducting exchanges between generations.

### Health Management

#### FY2023 Health Management Declaration

The FDK Group's philosophy is "Inspiring transformation; shaping the future and creating happiness." In line with this philosophy, we declare that we will work to maintain and promote the health of our employees, who form the heart of our corporate activities, to ensure that they are healthy in mind and body and can lead fulfilling lives in both the public and private spheres, as well as to realize a vibrant work environment.

#### Health Management Policy

1. In addition to efforts to prevent lifestyle-related diseases and ensure early detection of illnesses through appropriate health checkups, the FDK Group will work to prevent illness among employees and their families by implementing thorough follow-up measures based on checkup results.
2. In order to protect the health of all employees, the FDK Group will work to disseminate information on health improvement with the aim of enhancing employee health literacy (health awareness and knowledge).
3. The FDK Group will work to enhance communication aimed at realizing a safe and secure work environment, in which each and every employee can work with enthusiasm by exercising their abilities and individuality to the fullest extent.

#### Priority Measures

The FDK Group is engaged in health support activities to maintain and improve the health of employees and their families and to enhance their health literacy (health-related knowledge). To this end, it has assigned health management staff to Group companies in Japan and has worked with the health insurance association to define objectives and priority measures.

#### Final Target Indicators

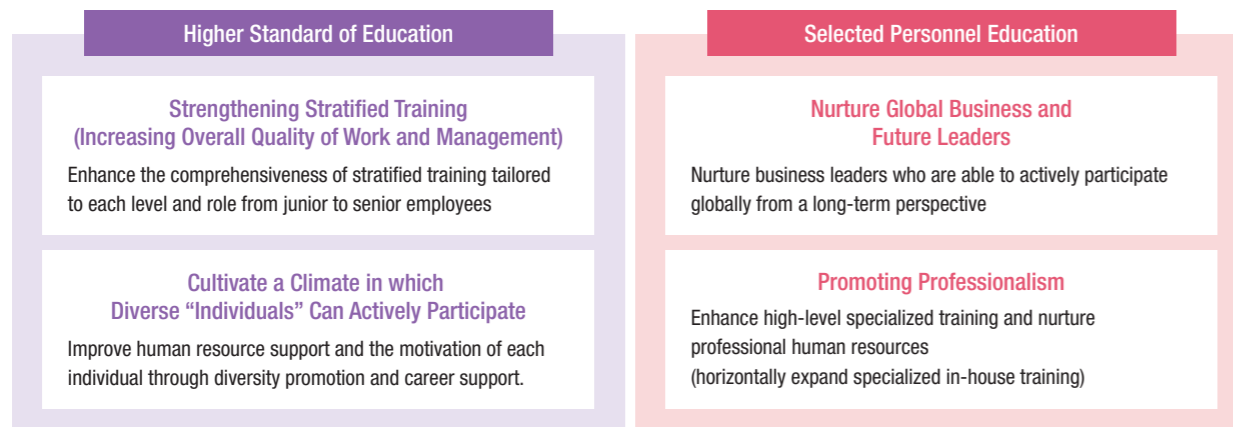
- Reducing the number of abnormal health findings:  
Reducing presenteeism
- Reducing the number of absentee employees:  
Reducing absenteeism
- Improving health literacy:  
Improving knowledge and understanding of health and medical care
- Improving work engagement:  
Feeling fulfilled and satisfied at work

#### Improving Health Literacy

- Newsletter on Health (4 issues)
- Health management e-learning (86.8% have taken courses)
- Ikuboss\* Declaration by executives  
\* Japanese term for a manager who encourages employees to maintain a good work-life balance
- Call for submissions for senryu poems about lifestyle-related diseases; awarding of prizes

#### Recognition as a Certified Health & Productivity Management Organization

We have been recognized as a Certified Health & Productivity Management Organization for 2024 under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, run jointly by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



Picture of a Global Human Resource

