

Human Resource Strategies

In order for our employees to be able to feel happy to be the members of our group, the Daiken Group has been promoting the initiatives from the perspectives of the promotion of diversity, workstyle reform, human resource development, and promotion of health management. By continuously deploying the measures from four perspectives, we will lead to producing the favorable cycle, maximizing human resource value by improving individual performance, and improving the entire group's corporate value.



Promotion of Health and Productivity Management

Implementation of the measures that preserve and promote the employees' mental and physical health

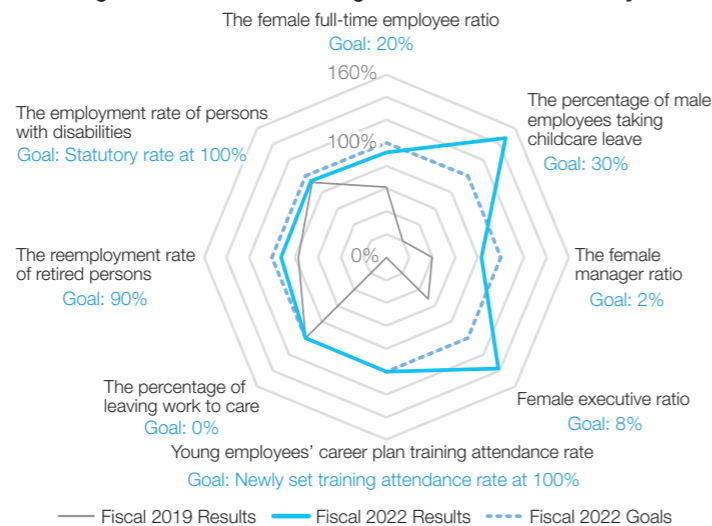
Based on the idea that our employees' health is the essential foundation for the group's sustainable growth and development, we try to improve every employee's awareness of health and have started the initiatives toward the preservation and improvement of mental and physical health. In 2021, we formulated Daiken health management policy and have been putting effort into the improvement of health measures for both aspects of mind and body since then, such as the payment of the health promotion allowance, quit smoking challenge to encourage our employees to quit smoking, and the distribution of health videos. In March 2022, we were certified as the Health & Productivity Management Outstanding Organizations 2022 (Large-Scale Company Category) in the Health & Productivity Management Outstanding Organization Certification System selected by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. We will continuously put effort into setting indices to measure the effects of measures and actively providing support and create a virtuous cycle of the productivity improvement and company growth.



Goal management by our unique indices toward the steady promotion of diversity

To steadily promote the initiatives for the promotion of diversity in a balanced way, we have set the total diversity index from the medium-term management plan GP25 2nd Stage in which the eight diversity items were indexed as our own indices and manage the goals. The total index in fiscal 2022 increased by 30 points from fiscal 2019, which is a benchmark, and surpassed a 20-point increase, which was the goal in the final fiscal year. In particular, the fact that the percentage of taking paternity leave* significantly improved contributed, and the results of the initiatives toward the improvement of the percentage of taking such leave emerged, such as the issuance of a guidebook to lead to disseminating the system and refreshing awareness and e-mail newsletters for eligible persons. From fiscal 2023, we changed part of the items to set goals that are more in line with the issues under the present circumstances and have been continuing to promote the initiatives as the total diversity index 3rd Stage.

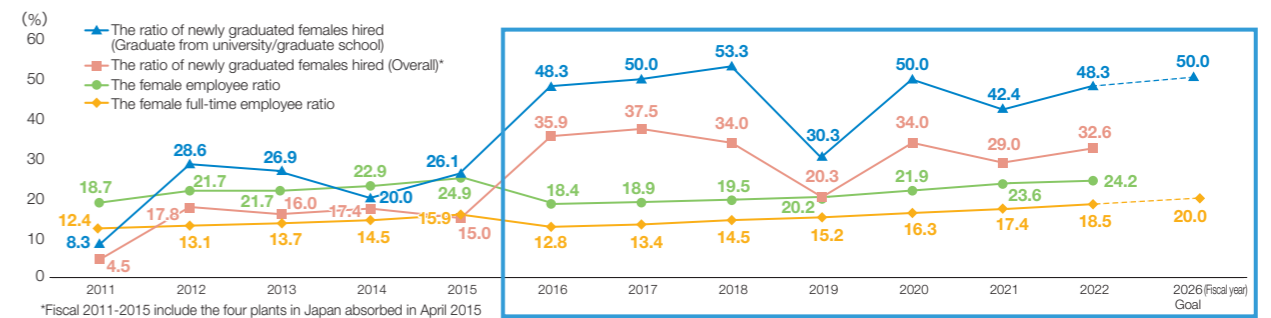
The Degree of Attainment of the Eight Items in the Total Diversity Index



Initiatives that link diversity promotion and work style reform

As shift to more flexible work styles without being bound by the conventional ideas is necessary in order for human resources who have diverse values to fully exercise their abilities, we link the diversity promotion and the workstyle reform and have been integrally promoting the initiatives, such as the formulation of the policy and system, refreshing awareness, and education and training for upskilling. Particularly in recent years, with a view to further improving corporate value in the medium- to long-term, we have been deploying a number of measures to facilitate the active roles of female employees. As a result, the percentage of newly graduated females hired, which was approximately 8% in fiscal 2011, increased to approximately 46% on average of seven years after formulating GP25, and the ratio of female employees has been increasing year after year. These initiatives lead not only to the active roles of female employees but also to the building of the foundation for the work-style reform and for employees who will be in various life events to more flexibly work with enthusiasm. We will proceed with the creation of workplaces where diverse human resources can maximally utilize their abilities from the medium- to long-term perspective.

Trends in the Ratio of Newly Graduated Females Hired and the Ratio of Female Employees Hired



Past Key Initiatives

	Formulation of GP25	GP25 1st Stage	GP25 2nd Stage	GP25 3rd Stage
Policy/System	Established the Workstyle Reform Promotion Office	Workstyle Reform Promotion Policy Diversity Promotion Policy Total Diversity Index goal setting	Comeback System*	Staggered Working Hours System Diversity Management Training
Refreshing Awareness	Workstyle Reform Declaration Ikuboss declarations	Harassment Prevention Workshop for Department Heads Harassment Prevention Training Diversity Management Training	Diversity Exchange Meeting	Diversity Management Training
Upskilling	Female Exchange Meeting - Deployed it to the contract employees	Next-Generation Sales Recommendation Project	Communication Exchange Meeting	
Support of the Combination	Three-way meeting at the time of maternity leave and childcare leave	Training for female leader candidates Explanation meeting for the system to support the combination of work and childcare	Seminar to support the combination of work and childcare Seminar to support the combination of work and long-term care	

*Comeback System: A common name for the system to reemploy voluntarily retired persons as full-time employees

Realization of the growth strategy and development of human resource for the next generation

Believing that cultivating autonomy in our employees is a key for our further growth and persistent corporate value improvement, we have provided various training opportunities for our employees to acquire the skills or knowledge needed for each service year, rank, and job type. From the new medium-term management plan GP25 3rd Stage, we newly established the skill enhancement training and have been enhancing capabilities required for each rank. Moreover, to develop human resources who can be active in the three markets that are positioned as priority markets toward the realization of the long-term vision, we will proactively invest in human resource development with a focus on the priority market enhancement program.

