

substantially, from approximately 52% to approximately 75%. In these ways, employees' interest in management is being increased through ownership of the Company's stock.

### 3. Strengthening Human Resources Capabilities through Improved Health

ITOCHU has built a system that enables employees to work to their full potential. For example, in 2002 we became the first private-sector company to offer career counseling through a specialist organization. In addition, we also offer health guidance through a borderless medical concierge service that has been implemented for more than 30 years by a specialist health management organization. Enhancing the health of employees through the correction of long working hours is also an aim of the morning-focused working system.

These initiatives have been highly evaluated, and in FYE 2016 we were selected as a Health & Productivity Stock by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange (25 companies selected).

In June 2016, we formulated the ITOCHU Health Charter, which incorporates our thinking about health management. Moving forward, in regard to diet and exercise, we will strengthen the support system and enhance the workplace environment. In these ways, our policy will be to foster further advances in the vitality of employees.



### Enhancing Human Resources Capabilities through the Promotion of Diversification

ITOCHU believes that an organization that utilizes a diverse range of human resources, including diversity in such areas as gender and nationality, is the source of competitiveness for a general trading company that operates a wide range of businesses. Based on this belief, in FYE 2004 we formulated the Plan for Promotion of Human Resources Diversification. With a special emphasis on supporting the career development of female employees, we have led the industry in expanding the number of women in career-track positions and have established systems that exceed legal requirements.

Currently, we have moved to a new stage, known as *Gen Ko Tsu Reform*, which is derived from *Genba* (front-line), *Kobetsu* (individual), and *Tsunagari* (connection). With a focus on three fields — promotion, overseas assignment, and childcare — we

are moving forward based on an action plan for the Act on Promotion of Women's Participation and Advancement in the Workplace. For example, we are providing individual support for female employees, such as overseas assignment support for female employees with children and a work-from-home system.

Moreover, to enhance the awareness of male employees, in FYE 2016 we proactively encouraged male employees to take childcare leave, and the number taking this leave increased substantially. The morning-focused working system also plays a role in the promotion of diverse working styles.

We are taking steps to move forward with the establishment of an environment that will accelerate support for the career development of female employees, such as inviting Atsuko Muraki, former Vice Minister of Health, Labour and Welfare, to be an outside director in FYE 2017.

Due to the favorable evaluation of these initiatives, in FYE 2016 we were selected as a Nadeshiko Brand (45 companies selected by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange) and a New Diversity Management Selection 100 (Ministry of Economy, Trade and Industry).



### Enhancing "Individual Capabilities" through Development

To develop "strong individuals" who can be active in global environments, ITOCHU operates a diverse array of programs.

At headquarters, from FYE 2011 we introduced a system for training all young employees in third languages in addition to the traditional English training. Due to our initiatives with CITIC and the CP Group, the Chinese language is a special focus. In FYE 2016, we launched a project to develop 1,000 employees with Chinese-language ability, which is about one-third of our total number of career-track employees. We are moving forward with rigorous measures to build a foundation for the expansion of business in China and emerging countries over the medium to long term.

In FYE 2016, CITIC, the CP Group, and ITOCHU reached an agreement regarding human resources development. To solidify the human resources network among the three companies and build a foundation to support the strategic alliance,

### Human Resources Diversity Initiatives, Centered on Support for the Career Development of Female Employees

