

Diversity, Equity & Inclusion

Initiative	Detail
Promotion of International Employees	As of the end of 2024, Japanese employees account for 45.8% of the employees in the consolidated Group. At overseas Group companies, employees native to those various countries and regions work closely with Asian consumers, proposing better practices and other activities. As of the end of 2024, foreign nationals comprise 1% of the total number of employees and 0.6% of the total number of managers. We aim to raise the ratio of foreign nationals in management positions to equal that in the total workforce by 2030. These efforts to promote the appointment of international employees are aimed at the achievement of business growth through the realization of a varied and diverse workforce.
Promotion of Mid-Career Hires	In order to further develop our current and new businesses, we are actively hiring and promoting mid-career hires who have experience, skills and expertise not previously available in the Company. As of the end of 2024, the rate of mid-career employees hired was 27.4%. The rate of mid-career hires in management positions was 12.5%, and we aim to have the same level of mid-career hires in management positions by 2030 as traditional employees.
Promoting the Hiring and Activities of People with Disabilities	Lion recruits people with disabilities year-round. We are committed to creating a work environment that allows people with disabilities to make the most of their individual skills while providing thoughtful employment that matches their abilities. In April 2016, we established the special subsidiary Lion Tomoni Co., Ltd. as a workplace where people with disabilities who are willing to work can make the most of their individuality and work with stability. The business activities of Lion Tomoni help streamline and rationalize Group operations. Lion Tomoni Co., Ltd.'s 35 employees with disabilities and 11 instructors (as of the end of 2024) engage in a wide variety of operations, such as cleaning the employee cafeteria and washing laboratory ware, preparing business cards and employee badges, and operating a stationery reuse service. Under the four promises of "safety first," "act wholeheartedly," "energetic greetings" and "demonstrating teamwork," Lion Tomoni will continue to promote the hiring and professional participation of people with disabilities.
Diverse Work Styles ·Support Systems for Accompanying Spouses on Work Transfer	A system was introduced to reduce anxiety regarding career continuity due to a spouse's relocation as well as to create an environment in which employees can positively work toward career improvement. Depending on their career plan and family situation, employees can choose from three options: change their work location, take a leave of absence for up to three years to accompany their spouse or resign from the Company with the option of being rehired within five years (guaranteed re-entry).
·Retired Employee Re-Hiring System ·System for Re-Hiring Former Employees	Lion has established a system to re-hire former employees who have voluntarily resigned so that they might leverage their diverse life and career experience and knowledge in working at Lion again.