

Providing an enjoyable working environment

■ Inclusive working environment for diverse employees

Recognizing that our employees have diverse work styles, abilities and values, and that diversity is the seed of innovation, the Yakult Group strives to create an enjoyable working environment where each employee can make the most of their strengths. In an effort to provide a better work environment, Yakult Honsha promotes the health of our employees from the perspective of Health-focused Management, with employee interviews being conducted at each business site in Japan.

■ Respect for basic labor rights

We do not currently have an in-house labor union, but we work with representatives of the majority of employees at each workplace to ensure that employees' voices are heard. Before bringing in any changes that will significantly affect our employees, we hold briefing sessions for all employees and try to build consensus.

Comparison of starting salaries and minimum wage (fiscal 2021)

	Starting monthly salary (yen)	Comparison with minimum wage (%)
Graduate school graduate	226,500	143
University graduate (career track)	217,000	137
University graduate (general track)	191,000	120
Junior college graduate	182,000	115
Vocational school graduate	182,000	115

Note 1: Minimum wage calculated using the minimum wage for Tokyo (1,041 yen per hour) working 20.08 days per month, 7.5 hours per day. Our salary system is based on the level of each employee, and there is no difference between male and female employees in the same level or role.

Note 2: Number of days per month (20.333) calculated by subtracting 121 days (weekends, national holidays, and special days off at yearend and New Year) from 365 days and dividing by 12 months. Excludes paid vacations.

■ Local hiring for senior management positions: Yakult Europe B.V.

Yakult Europe B.V. and other companies of the Yakult Group in Europe actively recruit locally for senior management positions to achieve sustained growth as members of regional communities. Managing directors of Yakult Group companies in Europe have also been recruited locally. At Yakult Europe B.V., four of the six executive officers are local appointments, and approximately 80% of managerial staff has been hired locally.

■ Empowerment project involving all employees: Yakult Italia S.R.L.

In September 2021, Yakult Italia S.R.L. launched an empowerment project involving all employees to encourage managers and employees to provide each other with continuous feedback, achieve mutual growth, and work as a team in order to build better intracompany relations. Managers participating in this project are expected to increase their awareness of their own roles and enhance their leadership skills.