



D&I Action Guideline

Among the issues related to ESG, society strongly requires us to ensure diversity in human resources. The Company's approach to this issue has been clearly defined in the Diversity & Inclusion (D&I) Action Guideline and Plan. Based on this guideline, we will continue and strengthen initiatives as detailed below.

Promoting the Active Participation of Women

Goal

By fiscal year 2025, we will increase the number of female executive employees from the current zero to at least one, with a goal of attaining two or more. (The number of women in career-track positions as of April 2021 is 11 employees.)

Our goal for 2030 is to have at least three female executives, with the ultimate goal of having five or more.

Specific initiatives

(1) Increase the number of recruited women

- Strengthen efforts to increase the recruitment of women, including for career-track positions.
- Encourage those in semi-career track and administrative positions to transfer to career-track positions.

(2) Measures to prevent turnover

- Improve the system to prevent resignations due to life events, such as by enhancing childcare and nursing care leave and expanding remote working (including from places other than their homes), etc.
- Host trainings and seminars to support women's career development.

(3) Job allocations and training programs that will lead to appointments in executive positions

- Conduct advanced training in anticipation of potential life events (overseas training, etc.).

(4) Executive training and building understanding within the workplace

- Educate the executives in order to create an atmosphere throughout the entire workplace that makes it easier for women to participate actively

Employment of Older Aged and Disabled Persons

Goal

(1) Employment of older aged persons

In April 2021, the Act on Stabilization of Employment of Elderly Persons was amended to require companies to make an effort to provide employment opportunities to their employees until age 70. In response to this, the Company began by first working toward changing the retirement age to 65, while continuing to keep a close watch on our obligations and social trends.

(2) Employment of disabled persons

The Company currently fulfills our obligation to meet the employment ratio of disabled persons, but we will continue to keep a close watch over trends in legal amendments and will strive in our efforts with the goal of exceeding the legally required employment rate.

Workstyle Reforms

Goal

We will pursue the elimination of long work hours*1 (reduce the total work time from 1,916 hours in fiscal year 2020 to 1,850 hours in fiscal year 2025), and encourage diverse methods of taking leave from work.

Specific initiatives

(1) Ways of working

- Break away from a workstyle premised on working long hours at the office.
- Executives to strive toward creating an organizational management that is not based on demanding long work hours from their staff.
- Reform the personnel evaluation system to move away from a system that looks favorably upon long work hours, and toward one which places importance on results.
- Accelerate reform in business operations and DX promotions.

*1Fact-finding survey on work hours from 2020, by the Federation of Economic Organizations Average work hours in 2019: 1,987 hours (manufacturing) / 2,014 hours (non-manufacturing)

(2) Ways of taking leave

- Strengthen and continue initiatives for taking paid vacations, with the goal of having employees take their annual and seasonal paid vacation days at a combined average of one day or more per month.*2
- Encourage male employees to take childcare leave. Recommend male employees to use it when their spouse gives birth.

*2 Company's current average vacation days taken: 8.6 days of annual paid leave, 4.1 days of seasonal paid leave
Comprehensive survey on labor requirements by the Ministry of Health, Labour and Welfare in 2020 Average vacation days taken in 2019: 9.2 days (for all industries with employees between 100 to 299 persons), 10.0 days (transportation industry, postal service industry)

Preventing Harassment

Goal

Bring reform to the individual's awareness and to the workplace climate in order to create an environment that makes it easier to talk to others about harassment.

Specific initiatives

- Enhance the system for the Compliance Advisory Service Desks, and engage external service desks.
- Educate and promote compliance among employees by continuing the monthly program for internal control and compliance awareness.
- Continue the use of e-learning.
- Educate employees by conducting training in each level of job position to have them acquire an appropriate understanding and acceptance toward LGBTQ issues.

Promoting Health

Goals

Health exams :Conduct efforts to improve percentage of employees taking exams

Stomach cancer screening :Raise the percentage of employees ages 35 and up getting screened

Specific health guidance :Give guidance to all relevant persons

Specific initiatives

(1) Health exams

Inform those who have not taken their health exams, along with their superiors, of their obligation to take the exam, and strive to raise the percentage of those taking the exam.

(2) Cancer

Strengthen efforts to have employees get screened for stomach and bowel cancer as designated by the Company in order to ensure early discovery and treatment of cancer.

(3) Brain and heart diseases

Strengthen efforts in specific health guidance to improve lifestyle habits.

(4) Mental diseases

- In order to promote early discovery and treatment, inform and spread awareness among all employees that either directly by the employees themselves or through their superiors they have the opportunity to receive consultations with industrial doctors or with consultation services.
- Continue mental health check-ups.