

Iwatani Corporation Action Plan

Based on an approach to management that honors diversity and seeks to draw out the abilities and sensibilities of a diverse pool of employees, Iwatani Corporation believes it can continue to be a company that meets society's needs. We have formulated the following Action Plan to promote further diversity. By promoting companywide workstyle reforms and cultivating environments that allow for increased work flexibility, we will establish workplace environments and foster a corporate culture in which all employees can thrive.

*This Action Plan consolidates the Phase Three action plan under the Act on the Promotion of Women's Participation and Advancement in the Workplace and the Phase Six action plan under the Act on Advancement of Measures to Support Raising Next-Generation Children.

1. Period of Plan:

The three-year period from April 1, 2021 through March 31, 2024

2. Issues facing the company:

■ Hiring

- Women make up a low percentage of new graduate hires.

■ Women managers

- Few women are assigned to organizational decision-making positions. These conditions do not adequately reflect the diversity of viewpoints.
- Women make up a low percentage of career track employees.
- The retention rate of female career track employees is low. Few managerial candidates are women.

■ Developing environments to help support childrearing

- The current culture does not encourage men to contribute to childrearing as a matter of course. (Relatively few men take childcare leave.)
- Systems to enable more flexible approaches to work—for example, working from home or teleworking—appear inadequate.
- The current culture does not adequately encourage employees to take annual paid leave.

3. Targets, details, and timing of initiatives

Target 1.

Achieving a rate of female hires for career track positions of at least 25% (Act on the Promotion of Women’s Participation and Advancement in the Workplace)

<Details of initiatives>

Starting April 2021:

- Enhancing media content to enable women to have a clear vision of their career with the company
- Increasing the numbers of seminars that target women

Target 2.

Increasing the retention rate for female career track employees to cultivate the next generation of managers (Act on the Promotion of Women’s Participation and Advancement in the Workplace)

<Details of initiatives>

Starting April 2021:

- Having female employees undertake external leadership training and other programs to foster an early awareness of managerial career opportunities
- Studying the addition of programs that reflect consideration for career development suited to life stages of female employees (marriage, childbirth, childrearing)
- Reviewing work styles of those in managerial positions and enhancing work-life balance, to foster a culture that is proactive about career development

Target 3.

Achieving workforce participation in annual paid leave of at least 60% (including summer vacation); promoting male participation in childrearing by developing environments that enable flexibility in work styles and time off. (Act on the Promotion of Women’s Participation and Advancement in the Workplace, Act on Advancement of Measures to Support Raising Next-Generation Children)

<Details of initiatives>

Starting April 2021:

- Using annual paid leave plans to remind and encourage employees to take leave
- Encouraging eligible persons to take spousal maternity leave
- Lengthening the period for which employees can take spousal maternity leave