

Iwatani Corporation General Employer Action Plan (Phase Two)

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, regardless of gender, can thrive.

1. Period of the Plan

The two-year period from April 1, 2024 through March 31, 2026

2. Issues facing the company

■ Promotion of women's participation and advancement in the workplace

- The percentage of women in management positions, one criterion for Eruboshi certification, is currently below the industrial average.
- We tend to fail to reflect diverse viewpoints due to the low percentage of women in management positions.
- The percentages of women in management track positions (those in the line course, task course, or career track course) are low.

■ Developing environments to help support childrearing and long-term care

- Growing numbers of employees are using the leave programs, adding to work burdens for the remaining members in sections with one or more members on leave.
- We are halfway to creating an organizational culture that encourages employees to enrich their lives in aspects including childrearing and long-term care. In certain cases, employees hesitate to use the leave programs, and even those using the leave programs refrain from taking all of their allotted days off.

3. Targets, details, and timing of initiatives

Target 1.

Increasing the percentage of female new graduate hires in the career track course to at least 25%; increasing the percentage of women in management track positions (those in the line course, task course, or career track course) who will be capable of taking part in organizational decision-making in the future. (Act on the Promotion of Women's Participation and Advancement in the Workplace)

<Details of initiatives> Starting April 2024

- (i) Holding more roundtable discussions to which female employees in management track positions are invited as speakers, thereby forming a pool of such female job-seeking students
- (ii) More aggressively recruiting mid-career women from outside
- (iii) Implementing training for female candidates for managerial positions

Target 2.

Developing environments that encourage balancing work and family life (mainly childrearing and long-term care)

(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 2024

- (i) Introducing a program to provide human resources to support sections with one or more members on leave
- (ii) Facilitating communication between employees on leave and their sections

Target 3.

Mandating employees to take at least 60% of annual paid leave granted to them (including summer vacation)

Seeking to raise awareness of work-life management and foster an organizational culture that encourages such efforts

(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 2024

- (i) Promoting the creation of environments that will enhance business efficiency and productivity
- (ii) Implementing regular communication of information, questionnaire surveys, and feedback collection regarding the promotion of diversity and inclusion
- (iii) Developing environments that enable employees at each workplace to take paid leave in a planned manner; promoting further utilization of no overtime day and remote work programs