

# General Employer Action Plan

---

## ■ Planning period Plan

Three years from April 1, 2025 through March 31, 2028

## ■ Contents

### — Initiatives regarding promotion and evaluation of women

Goal 1: Promote 35 women to positions equivalent to Section Manager

Countermeasures

- From April 2025  
Abolish the division between general and career positions
- From August 2025  
Consider and implement follow-up education and training for past women's leadership development program participants.
- From August 2026  
Implement education and training programs to develop women leaders.
- From August 2027  
Consider and implement follow-up education and training for past women's leadership development program participants.

### — Prepare an environment that supports work-life balance.women

Goal 2: Improve the environment that allows fathers to participate in childcare and increase the utilization rate of men taking childcare leave to 85%.

Countermeasures

- From April 2025  
Expand the eligibility for the reduced working hours system from the 3rd grade to the 6th grade of elementary school. Publicize the childcare leave and other related systems.
- From August 2025  
Visualize the record of childcare leave taken by men and make it accessible on the company intranet.
- From October 2025  
Respond appropriately to revised legal changes.
- From April 2026  
Consider policies to support work-life balance.
- From August 2026  
Implement new work-life balance support policies as necessary.

# General Employer Action Plan

---

Goal 3: Reduce overtime hours to 15 hours per month.

## Countermeasures

- From April 2025
  - (1) Make the average and maximum overtime hours per department available.
  - (2) Consider the introduction of various systems that enable more flexible and diverse working styles.
- From October 2025
  - Conduct lectures on working hours management for managers and above.
- From February 2026
  - Visualize overtime working hours of employees on the attendance system and make a high-visibility display screen available.
- From April 2026
  - Promote the importance of working hours management to managers who are under consideration for promotion.

Goal 4: Increase the annual paid leave utilization rate to 85%.

## Countermeasures

- (1) Make the annual paid leave utilization rate and the number of paid leave days taken per department available.
- (2) Introduce a new registration-based paid leave system.
- From October 2025
  - Conduct presentations on leave utilization for managers and above.
- From February 2026
  - Visualize the number of leave days utilized by employees on the attendance system and make a high-visibility display screen available.