

Initiatives to Promote Enhanced Roles for All Employees:
Results Report for the 3rd Action Plan

1. Action Plan Period

April 1st 2024 to March 31st 2026

2. Targets and Results

No.	Details	Results
1	Raising the percentage of female E-Class Managers to at least 10%	FY2025: 9.0%
2	Maintaining Paid Annual Leave Take-up Rates at 70% or greater	FY2025: 74.4%

3. Initiative Details and Results

No.	Initiative theme	Specific Initiative Details	Progress Report
1	① Selection of female managerial candidates for individual business sites under the Management (E-Class) Appointments System	○Selection of female management candidates at individual business sites (August 2024) ○Promoting a change in attitudes to the issue by holding a panel discussion involving female managers (June/July 2024)	○Requests made of each business site concerned and selections made (June 2025) OKAYAKU:ZenKatsu Kick Off Event held as an initiative to promote enhanced roles for all employees (August 2024)
	② Periodical development training to increase numbers of female candidates (for executives/N5 and above) under the Management (E-Class) Appointments System	○Selection of potential candidates; interviews to confirm candidate intent; reassessment of job contents; launch of career advancement training (from June 2024)	○Candidates selected at each workplace, and continuous follow-up initiatives conducted via interviews to confirm intent etc. (June 2025) ○"Next Leaders Bloom" Female Career Support Program launched with a focus on our management candidates list (August 2025 to March 2026)

	③ Improving the rate of female workers recruited	○Exploring the issue from June 2024 for incorporation into the FY2025 Recruitment Plan	○Rate of female new hires FY2025: 30.3% (FY2024: 27.9%)
	④ Exploring the expansion of the Home Working System to boost work-life balance	○Exploring an expansion of applicable workplaces and jobs ○Exploring the introduction of up to 5 days home working per month to cater for childcare, caring and fertility treatment needs (both from June 2024)	○Trials of a Home Working System for up to 2 days per week continued (from April 2024)
2	① Raising Paid Annual Leave Take-up Rates for Managers and male employees to 70% or greater	○Creating personalized Paid Leave Take-up Plans of 5 days or more for each employee and sharing throughout the workplace	○Launch of “Yu You” 5-day Paid Leave Take-up Plans to be shared throughout the workplace (from September 2024)
	⑤ Utilizing Paid Leave Promotion Days	○Exploring an increase in Paid Leave Promotion Days at each business site (from September 2024)	○Feasibility examined at each business site (from September 2024)
	② Systematic allocation of Paid Annual Leave	○Systematic allocations of Paid Annual Leave (from September 2024)	○Paid Annual Leave systematically allocated and employee awareness of the initiative raised (from September 2024)
	③ Promotion of Paid Leave Take-up	○Utilizing internal bulletins such as our intranet to periodically call for paid leave promotion (from September 2024)	○Periodical paid leave promotions set up (from September 2024)