

KAJIMA CORPORATION Fourth Plan of Action for General Employers Based on the Female Participation and Career Advancement Promotion Act, and Eighth Plan of Action for General Employers Based on the Act on Advancement of Measures to Support Raising Next-Generation Children

Kajima has formulated the following action plan to further promote initiatives for diversity, equity, and inclusion (DE&I).

• **Period for the action plan**

From August 27, 2024 to March 31, 2029

• **Issues**

- 1. There are few female employees in managerial track positions.
- 2. There are few female employees in managerial positions.
- 3. There is a need to further raise the percentage of male employees taking paternity leave.

• **Goals and measures**

Goal 1: Raise the percentage of female employees in career-track positions to 30% by FY2028.

<Measures>

From August 2024	<ul style="list-style-type: none">– After obtaining the male-female ratio based on the ‘entry sheets’ received, our basic policy is to hire applicants regardless of that ratio for job categories in which there are more women than men and if applicants are highly competent.
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Goal 2: Achieve the 3.8% of female managers (section manager and higher) by FY2028.

<Measures>

Note that this goal is a milestone, and we will carry out the following measures with a long-term view toward realizing the goal of 10% by FY2035.

From August 2024	<ul style="list-style-type: none">– We will provide female employees with job experiences early on to promote their career advancement opportunities so that they can further improve themselves even after life events such as childbirth and child raising.– We will promote the appointment of managers from persons who were hired as mid-career professionals and those who were hired for non-career track positions.
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[Measures for Goals 1 and 2]

From August 2024	<ul style="list-style-type: none">- To address worries arising from the absence of a role model, we will actively present detailed career paths and visualize employees' careers and backgrounds.- As an initiative to foster corporate culture, we will provide education on the basics of DE&I (ongoing efforts to raise awareness through e-learning programs and by teaching about unconscious bias and the like) and communication with diverse human resources.- We will provide level-specific training for female employees. We will also help them create a network so that they can communicate across job categories or divisions.
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Goal 3: Achieve the 100% adoption of paternity leave (with 50% of men taking leave of 30 days or longer)

<Measures>

From August 2024	<ul style="list-style-type: none">- We will conduct a survey to know if employees are planning to take paternity leave and ensure that they can take leave at the desired time and for the desired period.- The work-life balance push-based consultation desk at the Head Office and branch offices will provide personalized and empathetic consultation on paternity leave to individual employees.- We hold a work-childcare balance webinar and ask employees who returned from paternity leave and their superiors to join it together to promote mutual understanding and deepen workplace understanding of paternity leave.- We ask employees to join a prenatal class for fathers or manager training to further deepen knowledge and understanding about paternity leave.
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Established: August 27, 2024