

Kawasaki Kisen Kaisha, Ltd.

Action Plan to Promote the Active Participation of Women and Support Raising of the Next Generation Children

In order to create an environment in which everyone can fully demonstrate their individual abilities while balancing work and family life, we formulate the following action plan with the aim of becoming a company where all employees can work with a sense of motivation and self-confidence.

1. Plan Period: April 1, 2022 – March 31, 2025

2. Challenges for the Company to Promote the Active Participation of Women and Support the Development of the Next Generation

- (1) Although the number of women in managerial positions continues to increase, it is still small, and it is difficult for female employees who return to work after life events to imagine their career development when aiming for managerial positions while balancing childcare and work.
- (2) Some employees are choosing to change their work duties after life events because they find it difficult to balance childcare and work.
- (3) As the percentage of male employees taking childcare leave is low and understanding of childcare among male employees is not sufficient, understanding of women returning to work after maternity and childcare leave is not improving.

3. Goals and Initiatives

Goal 1 (Goal to provide opportunities related to work life)

Increase the percentage of female employees in managerial positions to 15% by the end of the plan period.

<Implementation schedule and initiative details>

- From April 2022 onward
Provide opportunities for female employees to consider their own career plans through roundtable discussions with female Director and Audit & Supervisory Board member.
- From April 2022 onward
Enhance the training content for managerial employees and raise awareness that they should develop human resources as management personnel regardless of gender.
- From April 2022 onward
Implement e-Learning to help employees on maternity or parental leave improve their skills, and promote communication between supervisors and employees returning to work after such life events to facilitate support for short-term business operations (work and childcare) and career planning from a long-term perspective.

Goal 2 (Goal to balance work life and family life)

Limit the average monthly overtime working hours per employee to 40 hours or less.

<Implementation schedule and initiative details>

- From April 2022 onward
Calculate the average overtime hours by business division on a monthly basis and report them to the Executive Officers' Meeting, thereby making efforts for improvement after management recognizes issues (to maintain the status quo and strengthen efforts to reduce overtime hours).
- From April 2022 onward
Encourage employees to actively make use of teleworking and flextime systems.

- From April 2022 onward
Monitor the use of annual paid leave and share the information within the Company regularly (once a year) to help increase the utilization rate compared with the previous year.

Goal 3 (Goal set under the Act on Advancement of Measures to Support Raising Next-Generation Children)

Increase the percentage of male employees taking leave for childcare to 20% or more.

<Implementation schedule and initiative details>

- From April 2022 onward
Inform employees who are or whose spouses are pregnant or have given birth of the childcare leave system, etc. and confirm their intention to take leave on an individual basis (in line with the revised Child Care and Family Care Leave Law that took effect in April 2022).
- From April 2022 onward
Relax some of the requirements for taking special leave and allow employees to take special leave consecutively with childcare leave, thereby encouraging male employees to participate in childcare.
- From April 2022 onward
Revise the current employee handbook on childbirth and childcare to include information on taking childcare leave for male employees.