

ITOCHU Corporation has formulated the following action plan based on the Act of Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children. Under this plan, we will not only support the career development of women but also aim to develop a corporate climate that will bring out the best in diverse human resources. We will aim to achieve this through reforms in the way of working and thinking that involve everyone in the company, including male employees. 2016/3/31

ITOCHU Corporation Action Plan

Target period: 2016/4/1 - 2021/3/31

Background:

- We at ITOCHU Corporation believe that “diversity as an organization” is indispensable for the sustainable development of a company. Based on this belief, we have been striving to increase the number of diverse personnel, including women, and support their acclimation and activity by promoting the Plan for Promotion of Human Resource Diversification (2004/1 - 2014/3), ahead of other companies. As a result, the number of our female employees has increased to a certain level and we have expanded and upgraded systems to help them achieve and maintain a balance between work and family life beyond the level required by law.

- Currently, layers of female employees, who were hired during the period of the above plan in larger numbers than in the past, are entering the period of life events. It is therefore imperative to help them develop their careers so that they will be able to continue working successfully, even after life events. In addition, the increase in the number of female employees and the expansion of their job categories have led to the diversification of workplace situations and distress that are faced by individual female employees. It is therefore necessary to provide detailed support to individuals that reflects the actual conditions of the front lines more closely, in addition to the uniform support provided under the existing systems.

Targets:

1. Targets concerning the continuous employment and career development of women

Based on the above, we will promote the independent career development of women by enhancing communication between female employees and organization managers

(management) on the front lines, thereby providing individual support. We aim to increase the proportion of women among career-track employees to more than 10% and that of women among those in leadership positions to more than 10% by the end of FY2021.

2. Targets concerning reform in the manner of working and the workplace climate

We will promote reform in the manner of working and thinking and measures to promote good health among everyone in the company, including male employees, to develop a corporate climate that enables diverse human resources, including women and employees with time constraints due to childcare, nursing care, or other events, to demonstrate their fullest potential. The specific numerical targets shall be as follows.

- Annual average overtime working hours: At least 10% below the level before the introduction of the morning-focused working style (FY2013)
- Male employees' rate of taking extended childcare leave: At least 13%

Details of initiatives and periods of implementation :

[Support for Female Employees]

1. Initiatives related to the increase of the parent population (to be continued and enhanced)

- Enhancing PR activities targeting female job seekers (presenting a clear image of women's careers at *sogo shosha*)
- Enhancing the operation of the transfer of official duties system (from clerical positions to career-track employees) (reducing the number of years of service required of eligible employees and providing comprehensive follow-up support for people who have been transferred)

2. Initiatives related to support for independent career development (to be continued and enhanced)

- Strengthen support for the individuals by implementing "Gen for genba, or "front line," ko for kobetsu, or "individual," and tsu for tsunagari, or "connection"

*Specific initiatives for each field of focus (promotion, overseas assignment, and life events (childcare)) are as follows.

- Promotion: Developing female human resources from medium- and long-term perspectives by creating individual career plans and enabling them to undertake external training
- Overseas assignment: Posting female employees overseas at an early stage and provide support for those who take their children along (without their spouse)
- Childcare: Raising their awareness at an early stage, or before childbirth, and providing individual support to those who wish to work more (telecommuting, etc.)

- Reviewing the contents of career workshops for young female career-track employees (enhancing communication)
- Supporting the career development of those in clerical positions (providing them with opportunities to develop themselves and enhancing measures for improving their skills to strengthen their development)

[Supporting organization managers (management) and promoting their understanding]

- Fostering awareness among the future management at an early stage, in addition to having the present organization managers share information with each other and promoting their understanding (organization manager workshops, training for newly appointed organization managers, lecture meetings, and others) (2016-)

(Understanding of diversity, elimination of awareness of the division of gender roles, reasonable consideration for women, etc.)

- Enhancing communication by making effective use of opportunities for career interviews (career vision interviews, three-person interviews of employees returning to work after a leave of absence, etc.)
- Providing individual support for organization managers who have subordinates with time constraints (2016-)

[Reform of the manner of working and development of a workplace climate] (to be continued and enhanced)

- Encouraging employees to work in a well-balanced manner by continuing and enhancing the morning-focused working style
- Introducing indexes related to “the improvement of operating efficiency” and “the improvement of productivity per hour” to personnel evaluation, and further promoting detailed individual support for maintaining and promoting the good health of employees (2016-)
- Promoting workplace understanding of the importance of balancing work and family life
- Holding explanatory meetings for male employees concerning systems for supporting childcare and implementing measures to encourage them to participate in childcare
- Holding events for families, events related to children, etc.
- Continuing regular monitoring through employee awareness surveys (engagement surveys)