

### JSR Action Plan (First Phase)

JSR has developed its action plan for promoting female employees so they can utilize their skills and build their careers throughout multiple departments.

1. Planning period April 1, 2016 - March 31, 2018

2. Actions

a) Low female manager ratio

- In spite of the companies continuously improving working environment, which is exemplified by our Childcare leave rate and the return to work rate of female employees being maintained at a high level, and the average years of service being higher than male employees, the ratio of female managers has been very low.
- Some employees still feel that mothers should be the main childcare givers, and that there is insufficient support for the careers of female employees during the childcare period.
- The few number of female managers that can be role models and the number of female employees that consciously aims to be managers are both insufficient.

b) Few females hired in technical positions.

- In regards to new graduates hired for technical positions, since the number of female candidates is fewer when compared with males of the same parameter, the number of female new hires is also small.

3. Quantitative goals

- Increase female manager ratio to 4.5%.
- In regards to new graduates hired for technical positions, create a fair hiring rate of females. (Magnify female hiring competition rate by 0.8 times, then compare to male competition rate).

4. Measures

(FY 2017)

- For female managerial candidates, create a personal career plan sheet in person with their boss, then implement medium to long-term training and development.

- Prepare an employment question and answer document for female technical employees, and implement a more detailed work description at job fairs and amongst recruiters.
- Publish topics and information about female employees on the company's recruiting website.
- For female managerial candidates, implement education plan that helps female employees by constant reflection on their own careers and through personal connections with female role models. (FY 2018)
- Continue promoting above measures in FY 2018.