

Human resource strategies – Maximizing ISEKI Group’s human resource capability –

Indicators related to human capital (2022 result)

Ratio of female employees	Female-to-male pay ratio (permanent employees)	Retention rate (retention rate of new graduates after three years)	Utilization rate of paid leave (permanent employees)	Employment rate of people with disabilities
14.2%	72.8%	90.6%	65.3%	2.24%

*Data for ISEKI & CO., LTD. (non-consolidated)

> FOCUS

● Ratio of female managers

Result			Target
2020	2021	2022	2025
3.7%	4.2%	4.1%	7%

*Data for ISEKI & CO., LTD. (non-consolidated)

We offer training programs for female employees to take advantage of diverse personnel, improve skills, and facilitate career development.

Most recent session	July 2022
Target	56 female manager candidates
Total period	2 days
Contents	Group discussions, lectures by external speakers, etc.



Training program for female employees

● Ratio of male employees who took childcare leave

2022 Result
42.1% (taken for 30 days on average)

*Data for ISEKI & CO., LTD. (non-consolidated)

When a male employee notifies us of childbirth, we let him and his supervisor know about the childcare leave system and encourage the employee to take the leave.

Promotion of health & productivity management

> Health & Productivity Management Declaration

To realize employees’ well-being, ISEKI Group has established the health basic policy focusing on three kinds of health; “physical health,” “mental health,” and “living health.” In addition, the Group announced the Health & Productivity Management Declaration in 2021.

> Mental health seminars

In 2022, we held mental health seminars at all of our offices, inviting external speakers. Approximately 150 employees participated in the seminars and took the opportunity to learn about a wide range of topics, from an overview of mental health to how to cope with actual stress. Going forward, we will hold such seminars on a regular basis to improve employees’ mental health.

> Acquisition of certification of health & productivity management outstanding organization

In addition to conventional initiatives, we took new actions, such as making mental health seminars an annual event at all of our offices. As a result, we were certified as a “2023 health & productivity management outstanding organization (the large enterprise category)” as in the previous year. We will continue to work on the enhancement of employee engagement and increase corporate value.



Respect for human rights, Prohibition of discriminatory treatment

☑ Basic Policy (Fundamental concept)

It is stipulated in ISEKI Group Code of Ethical Behavior to “respect basic human rights and not engage in any act of discrimination or harassment on the grounds of nationality, race, creed, gender and disabilities.” The Code of Ethical Behavior is distributed to all employees. The Group instructs them to, among other things, “always respect human rights of others by periodically providing employees with education” and “pay extra attention to their speech and behavior so as not to commit acts that ignore others’ human rights, such as harassment.”

Occupational safety and health management

Iseki Group carries out safety and health activities reflecting the actual situations of each company and office and implements safety checks at manufacturing subsidiaries to promote awareness-raising at the sites, thereby striving to reduce accident risks to achieve “zero industrial accidents.” The Group has established ISEKI Safety Promotion Center as a place for experiencing near-accidents and offers employees to have a simulated experience of potential occupational accidents to improve safety awareness.

Setting up “a healthy and safe workplace” as the code of conduct, ISEKI Group will continue to manage occupational safety and health in a group-wide effort.

Policies Concerning Safety

“Safety takes precedence over everything” – promoting initiatives to achieve “zero” industrial accidents –

Implementation of risk assessment based on risk-prediction activities
 > Identifying risks and hazards in operations, taking risk reduction measures, and thereby preventing accidents from occurring.

Provision of safety education

> Thoroughly entrenching awareness of safety once again through education provided at the Safety Promotion Center so as to build a framework that prevents any industrial accidents.

Statistics of industrial accidents: severity rate (%)

2018	2019	2020	2021	2022
0.001	0.371	0.000	0.004	0.260

*Severity rate: Number of work days lost per 1,000 working hours
 *Scope: ISEKI & CO., LTD. and its three factories in Japan

VOICE — Employees’ voice

Employee playing an active role while taking advantage of childcare leave

Hiroshi Sato Europe Sales & Marketing Department, ISEKI & CO., LTD.

I am currently in charge of sales and marketing for European distributors. At our company, employees are encouraged to take childcare leave regardless of gender. Last year, I took childcare leave for approximately three weeks with the understanding from my boss and colleagues. It was a great opportunity as welcoming our child as a couple enabled my wife and I to share the joy of the baby’s growth and the difficulty of parenting. I now use staggered working hours to secure time for parenting, such as helping my child getting ready in the morning and taking him to and from daycare. I would like to keep working efficiently and producing results, while valuing my time with family.

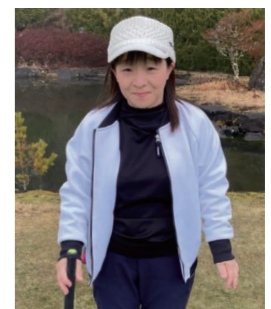


Successful female employee

Noriko Takeuchi Head of ISEKI Technical Training Center, Administrative Department of Development & Production Division, ISEKI CO., LTD.

I handle general administrative tasks, such as formulating training plans and making arrangements for material procurement, to enhance production capabilities of the entire ISEKI Group. In particular, I am committed to the development of technicians at manufacturing sites. When I was raising children, I took advantage of the childcare leave system and tried to balance work and parenting. Recently, I have enlarged my circle of friends through golf, which I play on my days off. This has not only enriched my personal life but had a positive influence on my work. To play an even more active role in the Company, I consider it necessary to have interest in the work of other departments and build closer interpersonal relationships in and outside the Company.

I will continue to formulate education programs that match the times and develop a large number of human resources that can contribute to the Group’s quality and productivity improvement.



Successful employee who joined us mid-career

Yusuke Goto Matsuyama IT Planning Section, IT Planning Department, ISEKI & CO., LTD.

Taking advantage of design and program development skills acquired in my previous job, I promote RPA and develop systems in the Matsuyama IT Planning Section. I would like to propose optimal solutions for the Company and help improve operational efficiency. In addition, our family is expecting our sixth child in June this year, which is likely to make me even busier. I will continue to balance work with family, with the support from my boss and colleagues.

