

## Work Style Reform

We promote work style reform from three perspectives: flexible work styles, business reforms, and the use of IT and AI. By offering various work styles, we intend to create a work environment in which each employee can achieve results while feeling pride and job satisfaction.

### ■ Promotion of work-life balance

Based on the concept of “work hard, rest well,” we will promote an ideal work-life balance through flexible work styles. In addition to weekly no-overtime days as well as refreshment leave and memorial leave systems, we have the following systems in place. In FY2023, four employees made use of the flexible leave system.

#### ▶ Systems to promote work-life balance

System	Contents
Telecommuting system	A telecommuting system for full-time employees (contract and temporary employees may apply at the discretion of their department head) with no restrictions on the reason or number of days of use
Annual paid vacation accumulation system (Expired paid vacation reserve system)	The number of days accumulated is five days/year (up to 40 days). Vacation leave can be taken on a full-day, half-day, or hourly basis.
Super flextime system	A flextime system with no core hours that allows employees to voluntarily and systematically set their working hours
Hourly paid holiday system	A system of taking time off work in one-hour increments
Flexible leave system	A system that allows employees to take personal leave for up to two years, regardless of the reason
Work and childcare balance support system	Childcare leave can be taken until the child turns one year old (up to three years if there is a reason). Both men and women are paid for a total of 28 days from the start of the leave). It also supports men taking childcare leave, allows reduced, short-time, and staggered working hours for childcare, and provides subsidies for babysitting and childcare fees for sick children.
Nursing care support system	A total of 365 days of nursing care leave can be taken (the legal limit is 93 days), and working hours can be reduced by two hours a day for nursing care (as required by law).
Internal multiple role system	A system that allows employees to take on their own challenges in parallel with their existing work

### ■ Open work environment

To create a state in which employees can work safely, feeling job satisfaction and pride, and have a strong desire to contribute to the company while voluntarily demonstrating their abilities, it is important to have a thorough dialogue with executives, the organization,

and people in various capacities. We actively provide opportunities for communication to enhance engagement, such as the “Dojo,” a place for dialogue between executives and employees, and the “Salon,” a place for an interdepartmental dialogue among managers and higher-ranking executives.

## VOICE



Since joining the company in 2020, I have participated in the “Dojo” four times. The Dojo provides an opportunity to discuss and interact with people with a wide range of experience and knowledge from different regions, sectors, and departments under the general manager or executive (Dojo owner). In addition to building relationships, we can have the experience of thinking seriously about the company’s issues and future and speak in our own words in a frank atmosphere. For me, the Dojo is a time to experience the fun of learning new things. I believe that the ideas of diverse people will motivate me to grow and help me broaden the scope of my work.

**Daigo Yokomizo** New Business Development Group, Business Planning Dept., Business Planning Division