

## **DENSO CORPORATION Action Plan**

### **for Promoting the Active Role of Female Employees**

DENSO has positioned the promotion of diversity as one of its most important management strategies. To that end, DENSO aims to continue to be a competitive company that creates new value by drawing on the individuality of its diverse group of employees and promoting an active role for them, regardless of gender, nationality, age, or other attributes.

Since 2006, we have been pursuing a broad range of efforts to promote the active role of female employees, such as establishing an environment in which female employees can work with peace of mind through the enhancement of child-rearing support systems. Going forward, we will aim to increase the number of female leaders in each office by promoting activities focused on strengthening the recruitment of women, supporting the career development of female employees, and supporting male employees' participation in child-rearing.

#### **1. Period of the action plan:**

April 1, 2021 to March 31, 2026

#### **2. Issues facing DENSO**

(1) Low percentage of female recruitment April 2021 (forecast)

Administrative: 28%; Engineer: 12%; Manufacturing Worker: 8%

(2) Limited number of women in managerial positions As of January 2021

Engineer: 112; Manufacturing Worker: 102

(3) Low percentage of male employees taking childcare leave As of January 2019: 6%

#### **3. Targets**

• Aim to achieve the following percentages or more for female new graduate recruitment from 2021 onward:

Administrative: 50%; Engineer: 15%; Manufacturing Worker: 30%

• Aim to achieve 200 female managers in engineer positions and 200 female managers in manufacturing worker positions by 2026

• Aim to achieve a ratio of 13% of male employees taking a month or more of childcare leave and a ratio of 99% of female employees taking a year childcare leave

#### 4. Details of initiatives and period of implementation

##### Initiative 1: Strengthening the recruitment of women

<Fiscal 2016 ~>

- Enhancement efforts to communicate information to female students through roundtable discussions with female employees and through our corporate website
- Establishment of career recruitment program for women (an open course that proposes job positions based on work history and preferences)

<Fiscal 2022 ~>

- Establishment of recruitment program for female semi-recent college graduates (new graduates changing jobs and joining DENSO within three years of graduation)

##### Initiative 2: Supporting the career development of female employees

#### 1. Strengthen diversity management capabilities of supervisors

<Fiscal 2016 ~>

Implementation of diversity training for personnel in management positions since April 2016

<Fiscal 2022 ~>

Examination and implementation of diversity training for manufacturing workers in management positions

#### 2. Expand growth opportunities for female employees

<Fiscal 2016 ~>

Creation of individual development plans for female employees to support their career development, as they have limited role models and are more easily impacted by life events such as marriage and giving birth

<Fiscal 2022 ~>

Introduction of mentorship programs for women working in all positions

#### 3. Minimize obstacles to career development when giving birth and raising children

<Fiscal 2016 ~>

- Holding of seminars before taking childcare leave in which spouses can also participate as well as seminars to prepare for returning to work after childcare leave
- Holding of meetings between female employees and supervisors before and after taking childcare leave to discuss workstyles while parenting
- Promotion of paid-leave acquisition for male employees when spouse gives birth so that they may participate in child-rearing

<Fiscal 2022 ~>

Invigoration of communication between the workplace and employees taking childcare leave via the introduction of a childcare leave app as well as support for promptly returning to work after childcare leave

Initiative 3: Supporting male employees' participation in child-rearing

<Fiscal 2022 ~>

- Implementation of seminars, exchange meetings, and educational activities for male employees taking childcare leave as well as promotion of efforts to foster a workplace culture that encourages men to take childcare leave
- Examination and implementation of personnel replacement systems for male Manufacturing Workers
- Promotion of participation in child-rearing through flexible workstyles such as teleworking and shortened work hours