

Respect for Diversity

The Shinko Way's Corporate Values state that we respect the diversity of our employees and support their growth, and we recognize that corporate value is enhanced when employees with different personalities and perspectives bring their abilities together. Based on our Corporate Values, we strive to foster a corporate culture where all employees can increase their own value and work with pride and confidence, and to create workplaces that are pleasant for all employees.

Initiatives to Promote Active Participation by Women

■ Stage 2 Action Program in Accordance with Act on the Promotion of Women's Active Engagement in Professional Life (Period: April 1, 2020 - March 31, 2025),

Based on the Stage 2 Action Program, which has been submitted to the Nagano Labor Bureau in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life, we conduct annual training to develop female leaders and training for younger employees and those raising children, thereby achieving our targets.

●Targets

- (1) Double the ratio of women in managerial roles by the end of March, 2025 (compared with the end of March, 2020)
- (2) Keep the average hours of overtime per month at 30 hours or less through the plan period

●Results Against Goals

Looking at the ratio of women in management positions, in our Stage 2 Action Program based on the Act on the Promotion of Women's Active Engagement in Professional Life, the result as of March 2025 was 6.9%, compared with the target of 6.6% at the end of March 2025. The average monthly overtime hours in FY2024 were 3.5 hours*, and the average monthly overtime hours during the plan period (from April 2020 to March 2025: 5 years) were 5.8 hours*, both staying below the target of 30 hours.

* Average number of hours in excess of statutory working hours per worker per month, as published in the Ministry of Health, Labour and Welfare's "Database of Companies Promoting Women's Advancement".

●Initiatives

<Work-Life Balance Seminar>

In FY2024, the "Work-Life Balance Seminar" was again held for male and female employees raising children. The seminar included stories from managers having experience with childrearing, health management for working parents and their children, and other topics to raise awareness of achieving a balance between work and childcare, as well as medium- to long-term career development.

<Career Development Support Training for Young Employees>

At the Career Development Support Training for Young Employees in their second year at the Company, participants focused on studying future career development and gender equality.

<Female Leader Training>

For female leaders, we conducted "Female Leader Training" with the aim of fostering female leaders. We improved motivation for work by fostering understanding of the various styles of leadership and the expectations of others.

In FY2024, moreover, we implemented a new initiative: we provided testing related to skills and capabilities required for leaders, targeting past training participants to help them identify their strengths and areas for improvement. This was followed by a follow-up program where they attended external training sessions based on their results.



(Career Development Support Training for Young Employees)

< Training for Female Leaders' Mentors >

Similarly, for the purpose of developing female leaders, we conducted a "Training for Female Leader's Mentors" for supervisors of the Female Leader Training participants. We studied the importance of female leadership development and communication skills to support the progress of women, while sharing the issues they face.

We also provide training from the perspective of promoting diversity in rank-specific training as well as introductory training for mid-career hires to promote gender equality within the Company.

■ Stage 3 Action Program in Accordance with Act on the Promotion of Women's Active Engagement in Professional Life (period: April 1, 2025 - March 31, 2030)

From FY2025, based on the Stage 3 Action Program, we aim to achieve our targets by continuously encouraging the participation of women.

● Targets

- (1) Increase the proportion of women appointed to new managerial positions to at least 10% over a five-year period.
- (2) Keep the average hours of overtime per month at 20 hours or less through the above plan period

● Initiatives

- Providing training programs for female leaders and managers aimed at developing female candidates for managerial positions
- Implementing follow-up measures for participants of past Female Leader Training programs
- Continuing to provide career development support seminars for younger employees and employees raising children

■ Gender Pay Gap (FY2024 results)

Shinko's "ratio of female workers' wages to male workers' wages" calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life is as follows. There is no difference in wages for equal work between men and women, and the male-female difference is due to differences in the number of employees at each job (qualification) level. However, we aim to further reduce the gender pay gap through continuous training for human resources development, together with support for employees balancing work and childcare.

Classification	Ratio of female wages to male wages
All workers	82.7%
(Regular employees among all workers)	82.5%
(Non-regular employees among all workers)	83.2%

- Wages were defined as payments made to workers during the period as compensation for work, including basic salary, bonuses, and various allowances.
(However, commuting allowances and retirement allowances are excluded.)

Acceptance of Personnel of Different Nationalities

Shinko is increasing the diversity of its workforce to encourage innovation. We hire international students and accept personnel working at Shinko Group sites outside Japan. In addition, many of the technical intern trainees we have accepted to date have transitioned to specified skilled workers and are playing an active role in the company. For overseas students, we provide Japanese language training after they join the company and conduct periodic interviews with personnel in charge of human resources to support the success of human resources from different cultures and languages.

An Environment in Which Mid-career Hires Can Thrive

We are aggressively investing in our future growth and continue to recruit mid-career hires. We have always provided opportunities for promotion to management positions to both mid-career hires and new graduates. Currently, mid-career hires account for 15.1% of our managers. We will continue to maintain the current level by providing equal opportunities for promotion to management promotions.

Supporting the Active Participation of Elderly Workers

We introduced a post-retirement rehiring program to capitalize on the knowledge, techniques, and skills cultivated by employees over many years. As of June 2025, 610 employees benefited from this program. In 2022, we reviewed this program so that employees who are willing to work can make the most of their abilities and play an active role regardless of their age, and if their motivation and skills match the company's needs, they can work after the age of 65. At the same time, we reviewed the compensation for those over 60 so that all employees working under our post-retirement rehiring system can contribute to the company with a sense of fulfillment and satisfaction in their work.

Promoting the Employment of Persons with Disabilities

Our Company has been expanding its employment of persons with disabilities, mainly through Shinko Technoserve Co., Ltd., which was certified as a special subsidiary in April 2023. In addition to building a work environment that meets the needs of employees with disabilities and providing facilities such as barrier-free toilets and ramps, we are also striving to raise employees' understanding of disabilities and create an appropriate workplace culture through rank-specific educations for managers and leaders, etc. The Shinko Group will continue to engage in employment of people with disabilities and strive to create workplaces where employees with disabilities can play an active role.

Creating an Environment Where Diverse Employees Can Work Easily

Shinko's uniforms are gender-neutral and were designed from the standpoint of diversity and genderlessness. In addition, we are equipping each plant with barrier-free toilets with functions such as handrails and flushing facilities for ostomates. Through these efforts, we are working to create a work environment in which diverse employees can work with peace of mind.