

Plan Period: April 1, 2021 – March 31, 2028

## **Targets and Initiatives**

### **Target 1: Encourage more high-level appointments of female employees and raise the percentage of women in management-level positions above 15%.**

By expanding its systems to promote a healthy work-life balance and taking special, career-support measures for its female professionals, MC has managed to boost this percentage in recent years; however, the company now plans to take the following, additional steps to further accelerate its appointment of women to executive positions:

- Leverage job recruitment sessions, the company website and other PR tools to proactively target female candidates for positions at MC and boost the percentage of job applications from women.
- Instruct the Women Empowerment Promoter to analyze and address any separate issues that may exist within their respective departments (in addition to their general responsibilities under MC's companywide policy).
- Develop / roll out training programs and networking opportunities that are specially designed for working women (this initiative shall be part of MC's overarching aim to rear management professionals who are committed to raising the value of MC Group businesses).
- Enhance support for working women, such as by offering a mentorship program aimed at further motivating women in executive positions and broadening their perspectives.
- Provide more support to ensure that women can enjoy a healthy work-life balance by accommodating flexible work styles (assist early returns from maternity or paternity leave and help women to secure full-time positions).
- Take measures to improve the managerial and negotiating skills of all employees, regardless of background, in order to ready them for management-level positions.

### **Target 2: Ensure that all eligible male employees take their full paternity leave.**

Although in recent years more working fathers at MC have been taking paternity leave and doing so for longer periods, many are still not taking full advantage of the program. MC shall continue working on improvements that will both raise

awareness of the program and make it easier for male employees with newborns to use it.

- Separately remind both each male employee with a newborn and his superior about his eligible paternity leave.
- Encourage male employees to use the program through roundtable discussions with those who already have, internal PR work and other initiatives.
- Use internal training programs to explain diverse work styles, support for achieving a healthy work-life balance, and diversity management (including making better use of the expertise of MC's female employees).