March 27, 2026

The Pack Corporation's Action Plan (Promoting the Role of Women in the Workplace)

The Pack Corporation has established the following Action Plan to promote corporate management that strengthens diversity by boosting the numbers of women in permanent and management positions and establish workplaces in which both men and women can work with peace of mind over the long term.

1. Period covered by this plan: April 1, 2026 – March 31, 2031

2. Targets, initiatives, and implementation periods

Target 1:
Increasing the percentage of permanent employees who are women to 30% or higher

Target 2:
Increasing the percentage of newly hired permanent employees (new graduates) who are women to 35% or higher
[Implementation period, details of initiative]
From April 2026:
- Hiring activities intended to increase the percentage of new graduate hires and midcareer hires who are women
- Building mutual support systems through training and other activities to deepen understanding between female employees and their superiors while keeping abreast of issues related to women's health that change according to life stage

From April 2027:
- Implementing internships to expand hiring of women

Target 3:
Increasing the percentage of those in managerial positions who are women (section manager and above) to 15% or higher
[Implementation period, details of initiative]
From April 2026:
- Introducing an additional training program for senior supervisors* to promote awareness about career advancement

(* Women currently account for more than 22% of all senior supervisors.)
From April 2027:
- Having managers responsible for female subordinates formulate individual development plans and share them with the Human Resources Department

From April 2028:
- To ensure a common understanding of HR evaluation standards, providing training for managers on diversity management and HR evaluations

Target 4:

Increasing the percentage of male employees who take childcare leave or use related programs* to 100% or higher

* The percentage is based on the Ministry of Health, Labour and Welfare's method for calculating the percentage of employees taking childcare leave or equivalent leave

[Implementation period, details of initiative]

From April 2026:

- Ensuring company-wide awareness of childcare leave and the company's own childbirth and childcare leave program
- Aiming to increase the percentage of male employees taking childcare leave or using related programs by providing information on how to use them as part of in-house training

Target 5:

Reducing average monthly overtime working hours per full-time worker to less than 20 hours

[Implementation period, details of initiative]

From July 2026:

- Making work more efficient by increasing productivity through expanding the digital transformation (DX) training framework and adopting generative AI

From 2027:

- Increasing productivity by fully implementing a new backbone system (SAP)