

# Diversity, Equity, and Inclusion

## Human Resource Management

### Approach/Policies

At the IHI Group, we recruit and train human resources as our most vital management resource. Our management philosophy ensures that we contribute to the development of society through technology and states that human resources are our single most valuable asset. We strive to realize a healthy, safe, work-friendly environment where everyone respects one another and prospers.

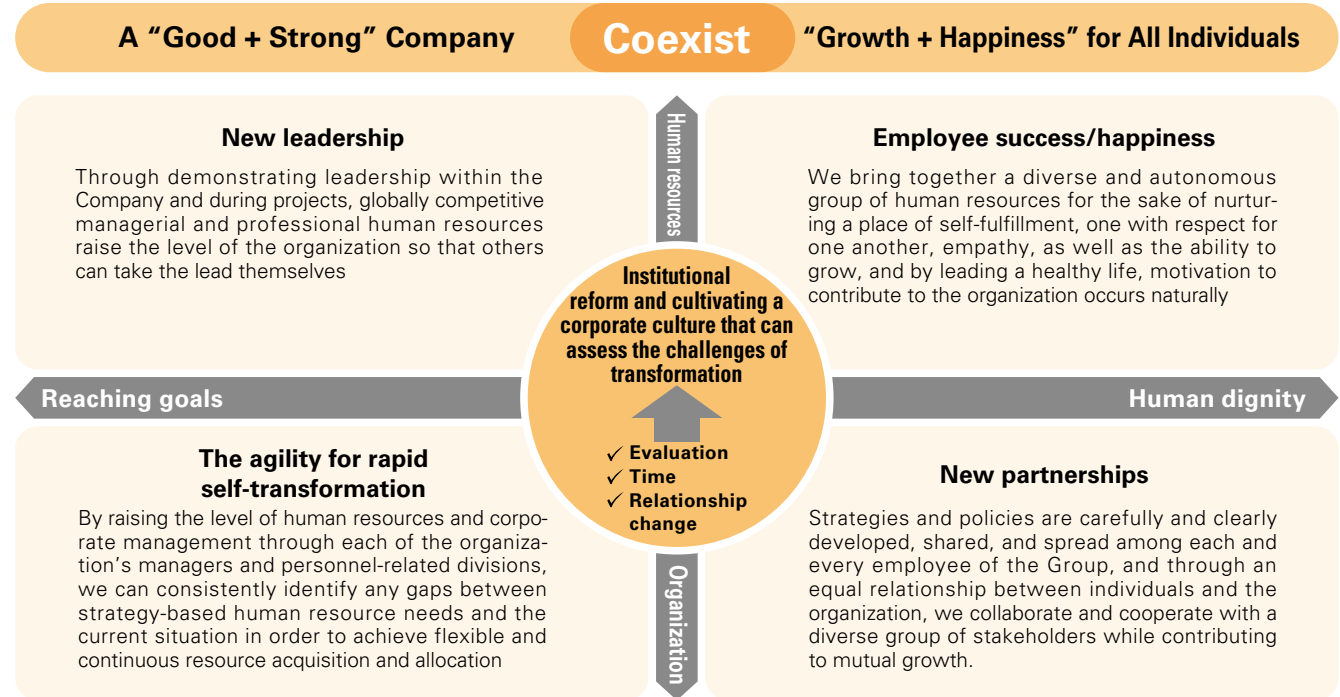
### Group Human Resource Strategy 2023

In May 2023, we announced the Group Human Resource Strategy 2023 in connection with the Group Management Policies 2023.

To accomplish this management policy, the Group Human Resource Strategy 2023 has outlined the Group's future vision to become a "Good + Strong" company as well as one realizing "Growth + Happiness" for all individuals. We are reforming our evaluation system and accordingly cultivating a corporate culture that can assess the challenges of creating change, drawing on four ideals of "new leadership," "ability for rapid self-transformation," "employee success/happiness," and "new partnerships" to achieve this.

From fiscal 2023 we have begun holding workshops for all Group employees in order to spread the goals of both the Group Management Policies 2023 and the Group Human Resource Strategy 2023.

### ● Group Human Resource Strategy 2023: Looking Toward the Future



### Education/Awareness Building

#### Global Standardization of the Human Resource Management Policy

We are using our education program for new employees and various other education and training opportunities to build awareness for the Human Resource Management Policy among all Group employees in Japan and overseas. More specifically, we have created a video in which employees from around the world discuss ideal human resource attributes during an online meeting. This video is widely used for educational purposes and recruitment activities.

### ● Human Resource Management Policy

Ideal Human Resources	Keyword
Integrity and Trust	Group
For Customers and Society	
Innovation and Creation	Global
Teamwork	Diversity
World-class Professionals	

## Diversity, Equity, and Inclusion

### Results

#### Number of Employees

##### ● Number of Group Employees (Unit: People, Scope: IHI and consolidated subsidiaries)

Item	FY2019	FY2020	FY2021	FY2022
Consolidated number of employees	28,964	29,149	28,801	28,486
Number of IHI employees	7,741	7,796	7,779	7,768
Male	6,730	6,766	6,727	6,695
Female	1,011	1,030	1,052	1,073
Ratio of female employees	13.1%	13.2%	13.5%	13.8%

##### ● Number of Employees by Region (Unit: People, Scope: IHI and consolidated subsidiaries)

Item	FY2019	FY2020	FY2021	FY2022
Japan	21,700	21,778	21,390	21,266
Asia Pacific	4,141	4,132	4,053	3,902
Americas	1,292	1,122	1,291	1,406
Europe, Middle East, and Africa	1,831	2,117	2,067	1,912

##### ● Number of Employees by Business Area (Unit: People, Scope: IHI and consolidated subsidiaries)

Item	FY2019	FY2020	FY2021	FY2022
Resources, Energy & Environment	6,812	6,595	6,514	6,626
Social Infrastructure & Offshore Facilities	2,399	2,469	2,443	2,344
Industrial Systems & General-Purpose Machinery	10,079	10,028	9,797	9,645
Aero Engine, Space & Defense	6,684	6,765	7,062	7,010
Others	2,014	2,320	1,945	1,802
Entire company (common)	976	972	1,040	1,059

##### ● Number of Employees by Age (Male/Female)

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Under 30	1,612	1,520	1,401	1,452
Male	—	—	—	1,261
Female	—	—	—	191
30 to 39	2,198	2,313	2,327	2,341
Male	—	—	—	2,035
Female	—	—	—	306
40 to 49	2,119	2,078	2,086	2,090
Male	—	—	—	1,745
Female	—	—	—	345
50 to 59	1,462	1,575	1,687	1,664
Male	—	—	—	1,445
Female	—	—	—	219
60 and over	350	310	278	221
Male	—	—	—	209
Female	—	—	—	12

##### ● Number and Ratio of Employees from Abroad\*1

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Number of employees	81	82	74	66
Ratio of employees from abroad	1.0%	0.9%	0.9%	0.8%

\*1 As of April 1 each year.

## Diversity, Equity, and Inclusion

### Number of Employees by Employment Status

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Regular employees	7,410	7,447	7,400	7,358
Male	6,438	6,456	6,397	6,339
Female	972	991	1,003	1,019
Ratio of female employees	13.1%	13.3%	13.6%	13.8%
Re-hires	88	93	109	127
Male	88	92	108	124
Female	0	1	1	3
Ratio of female employees	0.0%	1.1%	0.9%	2.4%
Second by other companies	243	256	270	283
Male	204	218	222	232
Female	39	38	48	51
Ratio of female employees	16.0%	14.8%	17.8%	18.0%
Advisors and contract employees	91	107	102	117
Male	86	102	97	109
Female	5	5	5	8
Ratio of female employees	5.5%	4.7%	4.9%	6.8%
Part-time employees	496	476	453	436
Male	90	85	81	77
Female	406	391	372	359
Ratio of female employees	81.9%	82.1%	82.1%	82.3%
Fixed-term employees	101	81	35	15
Male	85	64	24	9
Female	16	17	11	6
Ratio of female employees	15.8%	21.0%	31.4%	40.0%
Temporary employees	1,330	956	986	998
Male	1,046	753	788	780
Female	284	203	198	218
Ratio of female employees	21.4%	21.2%	20.1%	21.8%

### Average Years of Service

(Unit: Year, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
All employees	15.8	15.1	16.3	16.7
Male	16.0	15.3	16.5	16.9
Female	14.5	14.2	15.5	15.8

### Turnover

#### Turnover Rate

(Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022	
Total turnover rate	3.5%	2.9%	3.1%	2.7%	
Rate of resignation due to personal reasons	2.0%	1.1%	1.6%	1.5%	
Rate of resignation due to personal reasons by age	Under 30	4.9%	3.1%	3.9%	3.7%
	30 to 39	2.3%	1.2%	2.5%	1.9%
	40 to 49	0.8%	0.3%	0.5%	0.5%
	50 to 59	2.3%	2.2%	2.4%	0.1%
60 and over	26.0%	34.8%	37.6%	26.4%	
Turnover rate within 3 years of joining the Company	6.8%	4.3%	3.4%	5.5%	

#### Turnover During 1 Year (Total Persons, Male/Female)

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Total turnover	271	224	248	203
Male	232	207	232	175
Female	39	17	16	28

## Diversity, Equity, and Inclusion

### ● Employees Union Membership Rate (Scope: IHI and affiliated companies in Japan)

Item	FY2019	FY2020	FY2021	FY2022
Employees union membership rate	58%	58%	59%	60%

## Engagement

### ● Number of Labor Complaints Received (Unit: Reports, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Number of labor complaints received	0	0	0	0

\* To quickly and fairly respond to labor complaints from employees, IHI established a committee in accordance with labor agreements.

### ● Ratio of Answered Employee-awareness Surveys (Scope: IHI and affiliated companies)

Item	FY2019	FY2020	FY2021	FY2022
Ratio of answered employee-awareness surveys	91.4%	88.0%	88.0%	84.0%

## Initiatives

In order to achieve the Group Human Resource Strategy 2023, the IHI Group is focusing on reforming its evaluation and treatment of human resources and corporate culture, which form the basis of its human resource strategies and measures.

### Revisions to the Human Resource Compensation and Benefits Policy

We have created uniform IHI Group conduct standards and evaluation items, including encouragement for enterprising efforts and prompt customer service, and are implementing them globally. Along with this, we are revising these again to link evaluations with employee training and treatment. This is because in order to achieve our transformation, we need to mobilize diverse individuals, teams, and organizations to take real action. Specifically, we have constrained the conventional evaluation elements based on ability and introduced human resource compensation and benefits based on position and role that incorporates market value. We are including value criteria that focus on ESG and well-being into evaluation items in stages, starting with remuneration for Officers.

### Fair and Equal Treatment

Aiming to be both a “Good + Strong” company and realize “Growth + Happiness” for all individuals, the IHI Group strives for fair and equal treatment of its employees based on a human resource strategy which focuses on encouraging employees to make efforts toward transformation. A compensation and benefits system that complies with amended legislation is also applied to irregular employees. In addition, we implement various initiatives to increase their motivation, including providing necessary educational opportunities and special time off based on standards for regular employees as well as a program for converting to regular employment.

### Employee Benefits Programs

Our employee benefits programs provide a variety of options that employees can choose from as a way of supporting their needs, including basic benefits such as residential and financial support and support for balancing work and childcare, nursing care, and medical care, as well as education, recreation, and other options.

### Employee-awareness Surveys

The IHI Group conducts employee-awareness surveys targeting employees in Japan and overseas once a year to grasp the status of the employee engagement. We use this survey to visualize the state of the organization and clarify our strengths and challenges, and then conduct analyses. Together with the new Group Management Policies 2023 and the Group Human Resource Strategy 2023 established this fiscal year, we will plan and execute the necessary measures to improve employee engagement by deploying the PDCA cycle.

**Diversity, Equity, and Inclusion**

**Human Resource Development**

**Approach/Policies**

We place cultivating ideal human resource attributes as the pillar of human resource development and create educational programs, educational curriculum, and training plans for individuals in workplaces, including on-the-job training.

In addition to the human resource development measures taken to date, we are implementing the following three priority measures in fiscal 2023 based on our Group Human Resource Strategy 2023.

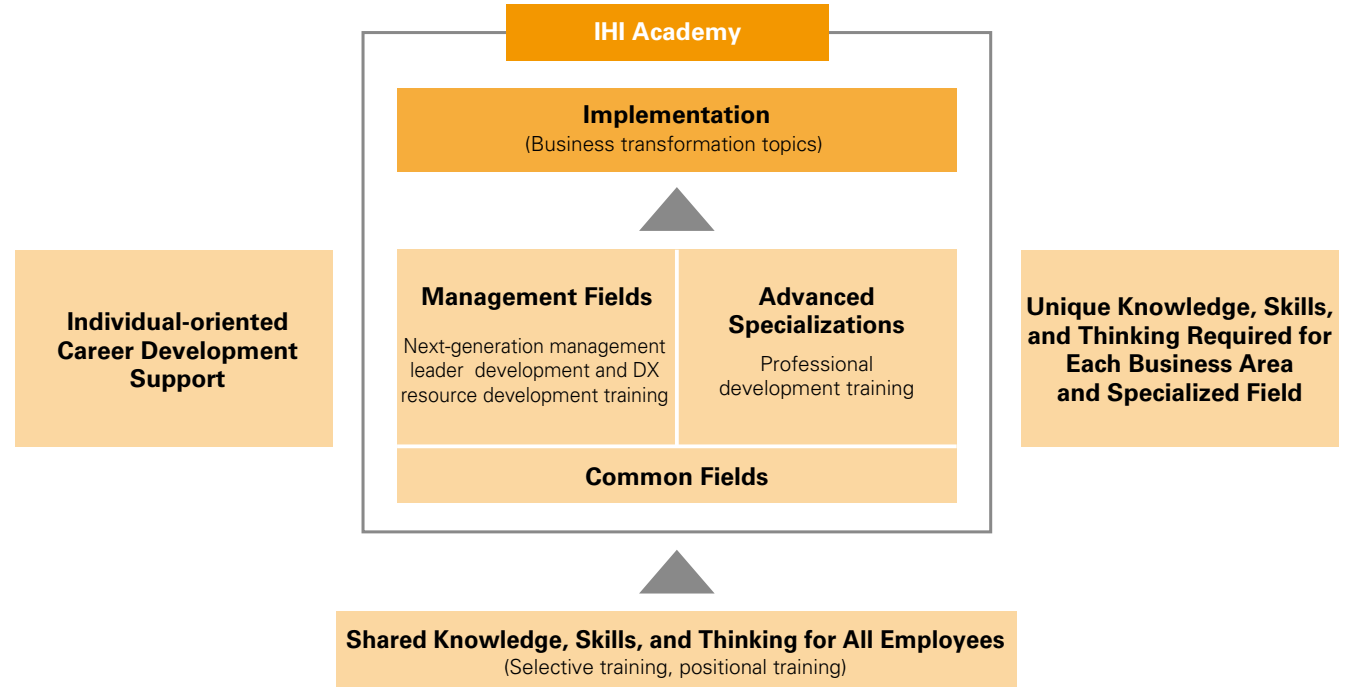
(1) Management of atypical human resources and training to recruit and retain transformational human resources and bring in expertise internally.

(2) Encouragement of independent career development and establishment of a reskilling program to achieve a bold and lasting resource shift.

(3) Establishment of a human resource development scheme built around new uniform evaluation and conduct standards to reform evaluation and conduct standards and our organizational culture.

**P.62 Human Resource Management**

● **Overall Image of Human Resource Development**



## Diversity, Equity, and Inclusion

## Results

### ● Number of Employees Undergoing Regular Career Development Reviews (By Male/Female)

(Scope: IHI and affiliated companies in Japan)

Item	FY2019	FY2020	FY2021	FY2022
Total	—	—	—	15,327
Male	—	—	—	13,024
Female	—	—	—	2,303

## Education Results

### ● Participants in Main Training Courses and Number of Training Hours, Training Hours per Employee

(Scope: IHI and affiliated companies in Japan)

Item	FY2019	FY2020	FY2021	FY2022
<b>Management Development</b>				
Participants (total)	94	134	132	118
Training hours	7,683	11,550	13,992	10,525
<b>Professional Development</b>				
Participants (total)	129	227	275	249
Training hours	4,037	6,988	8,443	7,615
<b>Stratified Training</b>				
Participants	3,276	1,882	672	795
Training hours	106,208	34,672	24,028	25,960
<b>Selective Training Courses</b>				
Participants (total)	3,343	1,948	17,430	37,057
Training hours	25,073	16,358	49,648	88,822
<b>Company-designated Courses</b>				
Participants (total)	—	—	253,716	282,415
Training hours	—	—	188,927	170,164
<b>Average Annual Training Hours per Employee</b>				
Training hours	19.8	13.3	12.1	14.3

\*1 Due to the COVID-19 pandemic we refrained from conducting any programs during the first half of fiscal 2020, and as a result of only making them available during the latter half, the number of participants declined compared to the previous fiscal years.

\*2 Due to reforms to the Group Human Resource Development Program in fiscal 2021, the number of participants and hours of each training course fluctuated compared to past years.

\*3 Stratified training in fiscal 2022 includes training conducted for new employee supporters (former instructors).

\*4 New management development and professional development programs were added in fiscal 2022. These programs are not included in the average annual training hours per employee for fiscal 2019 to 2021.

### ● Training Expense per Employee

(Scope: IHI and affiliated companies in Japan)

Item	FY2019	FY2020	FY2021	FY2022
Total	—	—	—	23,512 JPY

### ● Employees Certified as Master Artisans

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Number of employees certified	41	39	41	41
Soma	8	8	12	12
Mizuho	11	13	13	10
Tomioka	4	3	2	1
Yokohama	7	6	4	9
Aioi	4	3	3	3
Kure	7	6	7	6

\* The Takumi (Master Artisans) Certification Program was renamed to the Master Artisans Program in fiscal 2019 to certify a larger number of candidates.

**Diversity, Equity, and Inclusion**

**Initiatives**

**IHI Academy**

We launched the IHI Academy in April 2023. Here, we provide training and skills enhancement for Senior Managers and specialist human resources that are active globally and lead IHI Group transformation. In addition to standard recommendations coming from divisions, IHI Academy also accepts applications from ambitious human resources to expand opportunities for participation. We are also augmenting the training program with a focus on real-world implementation.

**Human Resource Development Program**

We are building educational programs to support each employee to shape their career, accelerate their growth, and foster ongoing learning. At the core of our educational programs are the Career Development Support Program and Voluntary/Independent Selective Training. Through these programs, we will create conditions that foster ongoing independent learning and support employees to expand the possibilities for playing an active role at work.

**Initiatives to Develop Diverse Human Resources**

We have developed shared Group educational programs that enable the growth and active participation of diverse human resources, from training programs that develop human resources into globally active Senior Managers and specialists leading our transformation to new employee training (new graduates/mid-career recruits) and stratified trainings for new key and managerial employees as well as assistant foremen.

In our global human resource development programs, employees strategically build up experience at overseas production plants and in major projects as well as take courses to acquire global communication skills and gain cross-cultural competency before taking a post overseas.

**Human Resource Development Program**

(As of April 24, 2023)

IHI Group Education and Training Programs		Elective Training	Selective Training	Stratified Training	Global Human Resource Development Training	Diversity, Equity, and Inclusion (DE&I)	
	IHI Academy		Selective Training	Career-based Training	Stratified Training	Global Human Resource Development Training	Diversity, Equity, and Inclusion (DE&I)
	Management/DX Field	Professional Field					
Managers	Practical Implementation (Business Transformation Issues) Next-Generation Management Leader Training DX Human Resource Development Training Professional Development Training		Technical Skills (Specialist Courses) Business Skills Mental Fitness and Liberal Arts	Career Management Training Career Design Seminar (By Stage of Career)		Global Communication Skills and Cultural Competency	DE&I Training (Human Rights Awareness, DE&I Understanding, Harassment Prevention, Work-Life Balance Support)
Workplace Leaders	Cross-Industry Exchanges, MBA Dispatch, Study Abroad Programs, etc. Shared Areas				New Manager Training	Global Human Resource Training (Overseas Assignments, etc.)	External Training and Cross-Industry Exchanges
Senior Employees					Foreman Training Assistant Foreman Training		
Junior Employees			Approx. 400 Courses Designated and Recommended by Corporate Divisions		New Employee Training Supporter Training		

## Diversity, Equity, and Inclusion

### Voluntary/Independent Selective Training

We have been building Voluntary/Independent Selective Training programs since fiscal 2021 as a framework for employees to choose and learn various subjects anytime, anywhere according to their career plan.

This training system provides around 400 different in-house technical, business, communication skill, and mental fitness courses designed to help employees consider and take the initiative to gain the knowledge and skills necessary to achieve their career plan.

### ● Voluntary/Independent Selective Training

#### Selective Training

##### Technical skills (approx. 230 courses)

Physics/Chemistry  
Materials/Structures  
Heat/Fluids/Combustion  
Turbo Systems/Mechanical Elements/Vibrations  
Production Processes  
Control/Sensing  
Project Management  
Intellectual Property  
Sales  
Procurement

##### Business skills (approx. 140 courses)

Management Policy  
Sustainability/ESG  
Quality/Compliance  
DX  
Design Thinking  
Business Models  
Marketing  
Problem Solving/PDCA  
Finance/Accounting  
Engineering and Manufacturing  
Company Basics  
Management

##### Communication skills (approx. 5 courses)

Business Communication  
Team Building  
Coaching

##### Mental fitness (approx. 30 courses)

Philosophy  
Leadership  
Motivation  
Diversity

### Relearning

We are expanding training programs for reskilling to proactively have employees acquire the knowledge and skills necessary to adapt to changes in the business environment and technological innovation.

As human resources are increasingly being shifted and optimally assigned to positions, we offer support programs to enable employees whose work duties have changed to quickly play an active role.

### Passing Down Skills to Others

IHI strives to pass down welding, machining, and other core skills at each plant, which are the foundation of our manufacturing expertise. Many of our employees are experts in each of these fields. IHI has introduced a master artisan program to encourage employees certified as master artisans to pass on their skills to new up-and-comers.

### IHI Human Resources Development & Communication Center

The I-STEP Shonan IHI Human Resources Development & Communication Center (Yokosuka City, Kanagawa) holds training and various meetings for Group employees from around the world.

The Center is a base that promotes active communication and learning and where IHI Group colleagues from each corner of the globe can come together to share our corporate philosophy and values.

### Career Challenge Program

We launched the Career Challenge Program (open application system within the IHI Group) in fiscal 2019 to realize optimized placement of human resources by encouraging bidirectional human resource transfers across division and corporate boundaries within the Group. As of the end of fiscal 2022, a total of 204 employees have taken advantage of this program and been matched with positions.

This program helps employees to independently shape their career and helps provide opportunities for skills development.



## Diversity, Equity, and Inclusion

### Career Development Program

We introduced the shared Group-wide Career Development Program (CDP) in fiscal 2019, which provides career development tailored to individual employees. Meetings with a supervisor based on the individual employee's career plan (future design) are held to discuss what challenges and training the employee needs to undertake to achieve their career plan.

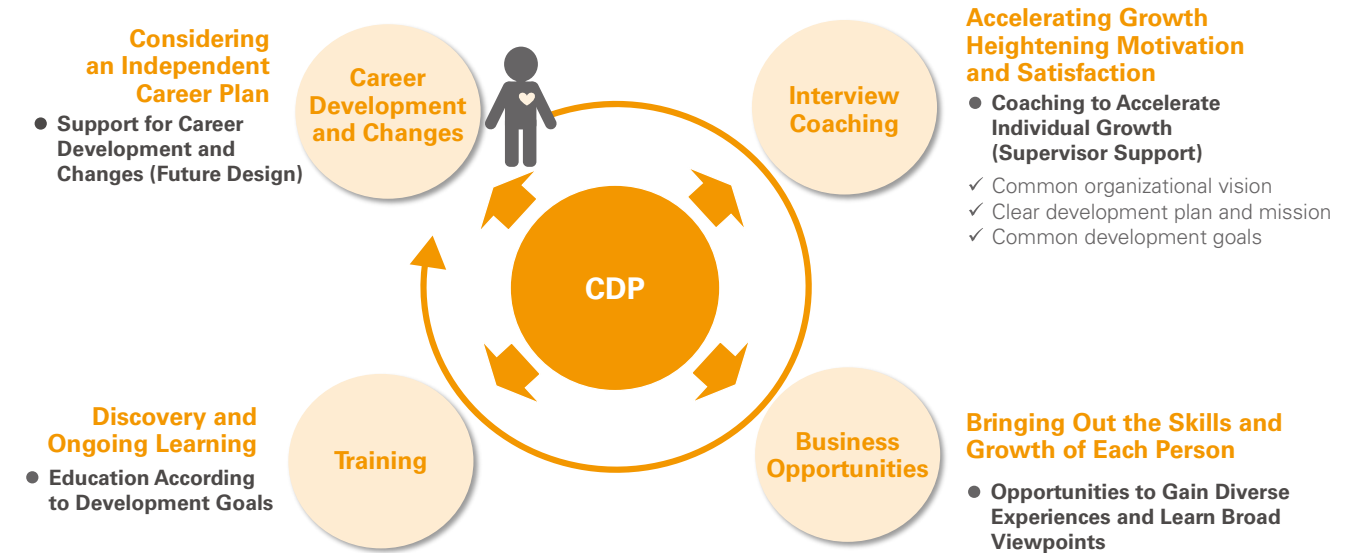
Through this initiative, we are supporting each employee to independently think about their career plan as well as supporting their growth through work and educational opportunities and ongoing learning.

### Career Development Support Program

We have established the Career Development Support Program as an initiative to support career design and create workplaces where everyone can actively participate. Based on this program, we hold Career Design Seminars tailored to each career stage. They are intended to enable employees to independently consider and carry out plans for developing their skills and abilities to better advance their careers in the future.

As part of our support for career plan creation, in fiscal 2022 we launched a support desk where employees can consider their own career plan in one-on-one sessions with an in-house career advisor. To date, a total of 52 employees have used the support desk. We have also launched an intra-Group portal site, Build My Career, where we regularly release general information about career development. The purpose of the portal site is to build awareness among employees for independently designing their careers and to facilitate advancing their work careers and life careers.

### ● CDP



## Diversity, Equity, and Inclusion

### Diversity, Equity, and Inclusion

#### Approach/Policies

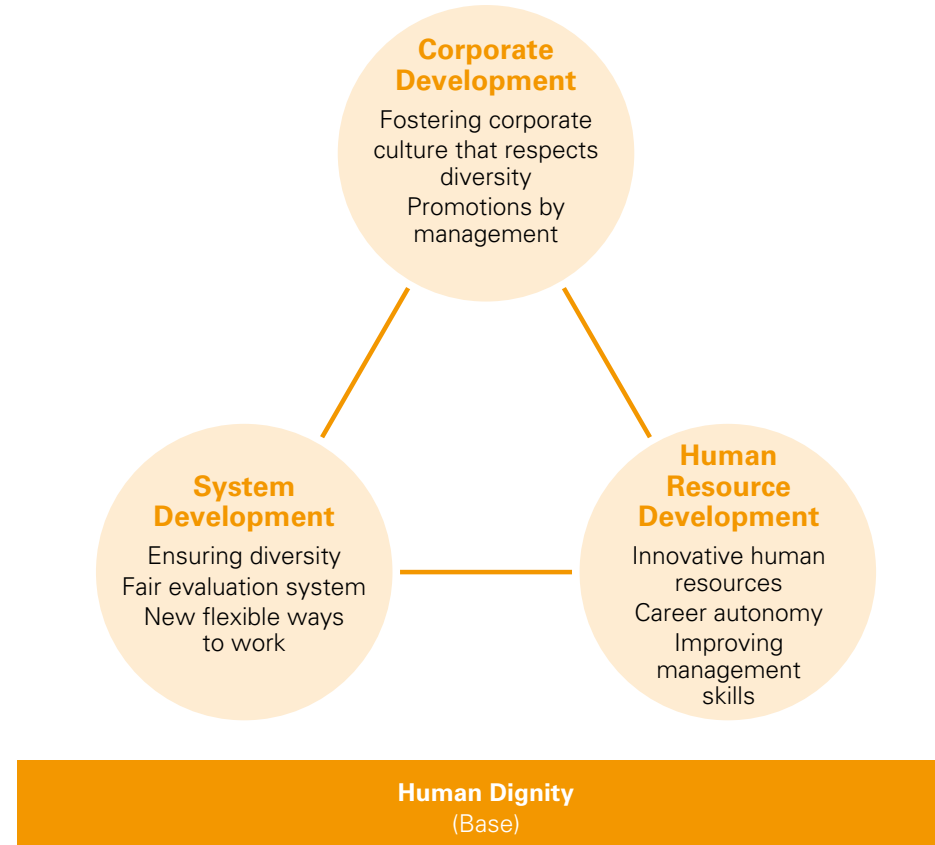
In our IHI Group ESG Management announcement made in November 2021, the IHI Group announced that we would seek out business opportunities while working to solve social issues. Social issues have become complicated amid destructive environmental changes, and in order to solve these problems, it is essential to go beyond conventional beliefs and our own framework, cooperating and collaborating with our various stakeholders. In order to create the foundation necessary for this, the IHI Group announced its Group Management Policies 2023 and Group Human Resources Strategy 2023 to foster a corporate culture that places an emphasis on diversity, and the Group's top management is committed to promoting Diversity, Equity, and Inclusion (DE&I).

Aiming to solve social issues through our business activities, we feel it necessary to incorporate perspectives from our diverse group of human resources into our practices to realize the issues and needs of consumers that make up society so that we can achieve a society offering safety, security, and prosperity. Additionally, the backgrounds, experiences, and individuality present in this diverse group bring fresh perspectives to the organization, and we believe that they will become the driving source for promoting change.

In order for them to play an active role, it is necessary to consider the differences in each person's position, living environment, gender, and so on to create fair opportunities, and to cultivate an environment in which each person's strengths are utilized. To date, the IHI Group has been incorporating equity into its efforts to promote diversity, moving toward the promotion of DE&I where our diverse human resources can play active roles, and letting the power born from this diversity lead to value creation.

#### DE&I Initiative Overview

##### Active Participation by Diverse Human Resources



## Diversity, Equity, and Inclusion

### Education/Awareness Building

#### ● Number of Participants for Diversity Education and Training

(Unit: People, Scope: IHI and affiliated companies in Japan)

Item	FY2019	FY2020	FY2021	FY2022
Empowering female employees, employees with disabilities, etc.	276	140	139	125
Work-life balance of employees raising children	134	53	125	112
Work-life balance of employees taking care of sick family	400	290	263	169

#### ● Number of Participants for Training Aimed at Developing Managers at Overseas Sites

(Unit: People, Scope: Within the region of our overseas headquarters)

Item	FY2019	FY2020	FY2021	FY2022
Number of participants	42	—*	21	19

\* Activities were not conducted in fiscal 2020 due to the impact of the COVID-19 pandemic.

### Targets and Results

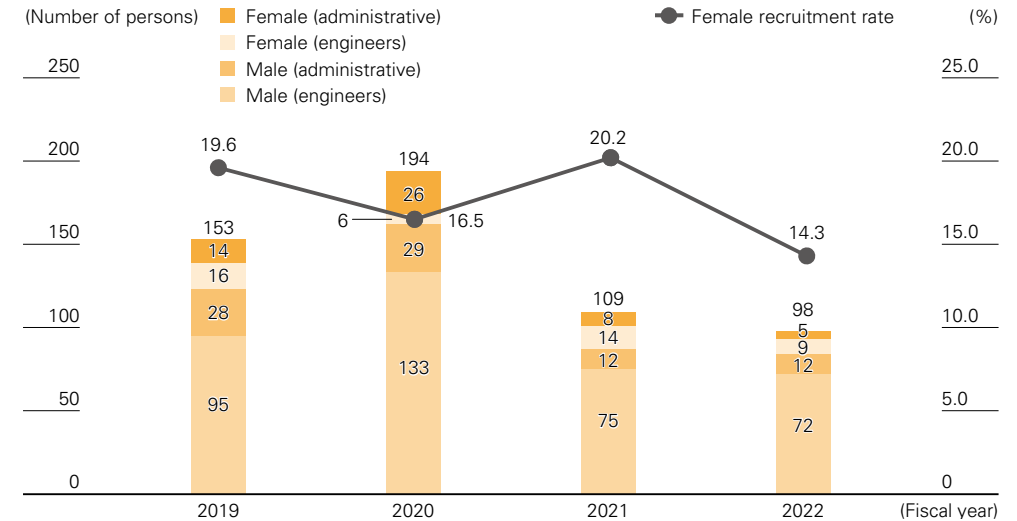
#### ● Diversity Targets and Results

KPI	Target	Target Year	FY2022 Results
Female recruitment rate	University graduates: About 20%	2026	14.3%
Ratio of female Managers	7%	2026	4.7%
Ratio of female Officers	Increasing the proportion of female Officers to exceed 30% by 2030 (Participation in Keidanren's Challenge to 30% by 2030)	2030	18%
Ratio of employees with disabilities	2.6%	2023	2.55%
Promote male employees to take paternity leave or paid time off for childcare	Promote all applicable male employees to take childcare leave of at least a week, and promote 2 or more weeks	2025	90.1%

### Recruitment Results

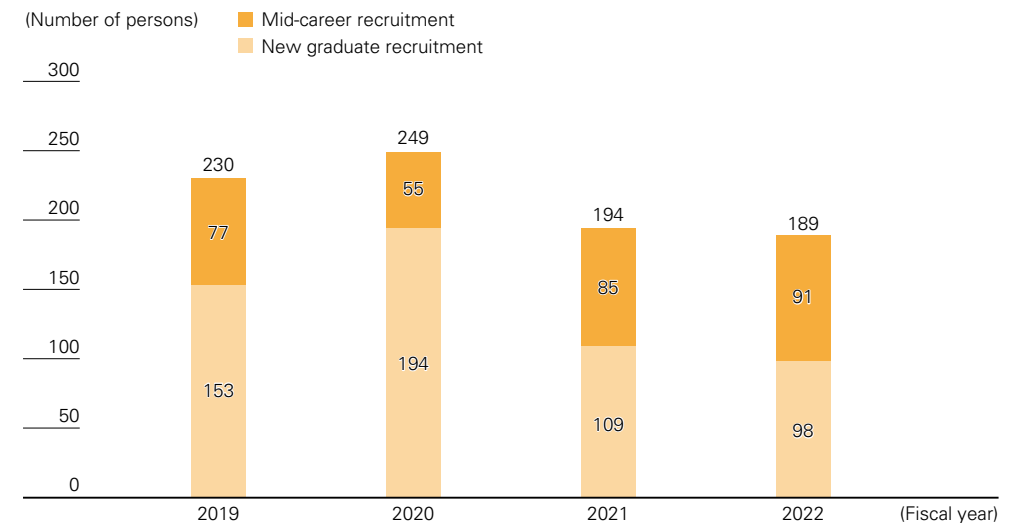
#### ● New Graduate Recruitment Results

(Scope: IHI, University graduates)



#### ● New Graduate and Mid-career Recruitment Results

(Scope: IHI)



## Diversity, Equity, and Inclusion

### Board Diversity

#### ● Number of Officers\*1

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Total	16	17	17	17
Male Officers	13	14	14	14
Female Officers (outside)	3 (2)	3 (3)	3 (3)	3 (3)

\*1 As of July 1 each year, members of the Board of Directors and Audit &amp; Supervisory Board.

#### ● Ratio of Female Officers\*2

(Scope: IHI)

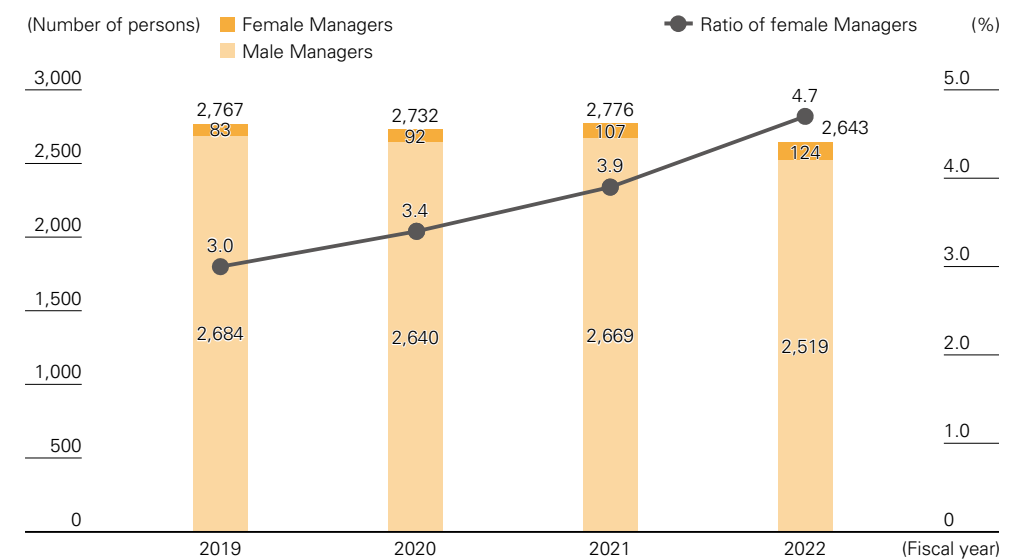
Item	FY2019	FY2020	FY2021	FY2022
Ratio of female Officers	19%	18%	18%	18%

\*2 As of July 1 each year, members of the Board of Directors and Audit &amp; Supervisory Board.

### Management Diversity

#### ● Number of Managers\*3

(Unit: People, Scope: IHI)



\*3 As of April 1 each year.

#### ● Ratio of Female Managers\*4

(Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Ratio of female Managers	3.0%	3.4%	3.9%	4.7%
Ratio of general Managers	0.8%	0.8%	1.1%	1.4%
Ratio of section Managers	2.2%	2.5%	2.7%	3.3%

\*4 As of April 1 each year.

#### ● Number of Managers That Joined IHI Mid-career\*5

(Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Number of Managers	220	234	230	253

\*5 As of April 1 each year.

## Diversity, Equity, and Inclusion

### ● Managers from Abroad (General Manager or Higher) (Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Number of Managers	10	13	14	16
General Manager level	2	3	3	3

### ● Local Managers at Overseas Sites\*<sup>6</sup> (Unit: People, Scope: China, Singapore, and USA)

Item	FY2019	FY2020	FY2021	FY2022
Total	23	22	25	26
China	4	5	6	6
Singapore	7	6	5	11
United States	12	11	14	9

\*<sup>6</sup> As of April 1 each year.

### Ratio of Employees

#### ● Ratio of Employees with Disabilities\*<sup>7</sup> (Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Ratio of employees	2.39%	2.35%	2.39%	2.55%
Target	—	2.3%	2.3%	2.4%

\*<sup>7</sup> As of June 1 each year.

### ● Re-employment Rate of Employees at Retirement Age (Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Re-employment rate of employees at retirement age	81%	81%	78%	100%

## Work-life Balance

### ● Work Hours (Unit: Hours, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Monthly average overtime	21.10	13.00	18.90	21.60
Annual work hours	1,967.8	1,797.9	1,948.3	1,984.5

### ● Average Annual Paid Vacation Days Taken (Unit: Days, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Average annual paid vacation days taken	19.40	18.73	17.37	18.65

### ● Leave Acquisition Rate (Unit: People, Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Employees who have used the reduced work hour program	161	139	158	140
Employees who have taken childcare leave	779	768	935	1,010
Employees who have taken parental leave	131	137	128	198
Male	21	31	60	78
Female	110	106	68	120
Percentage of employees who return to work after parental leave	99.2%	100%	100%	99.6%
Employees who have taken nursing care leave	7	2	6	3

### ● Ratio of Male Employees who Took Paternity Leave or Paid Time Off for Childcare (1 Week or More) (Scope: IHI)

Item	FY2019	FY2020	FY2021	FY2022
Ratio that took leave	28.6%	26.5%	70.8%	90.1%

## Diversity, Equity, and Inclusion

### Initiatives

#### **Supporting the Active Participation of Diverse Human Resources**

##### **Mid-career Recruitment**

To achieve its Group management policy, the IHI Group is actively pursuing mid-career candidates with skills difficult to find within the Company as diverse human resources who possess the necessary expertise for building new business models. Maintaining flexible and timely employment of human resources who have the capabilities demanded of our businesses and technological strategies is crucial in an ever-changing business environment. Our avenues to recruit human resources go beyond the regular hiring of new graduates to a variety of other channels.

##### **Empowering Female Employees**

The IHI Group executes a wide range of initiatives to help better develop the careers of all female employees. These initiatives not only recruit and develop key human resource roles to promote to middle and top management but also define various goals to build a workplace environment where everyone can actively participate. As part of our training, we set up career development opportunities for female Managers by dispatching them to seminars outside of the Company, in addition to supervisor instruction and coaching.

We also endorse the Cabinet Office's Declaration on Action from the Male Leaders Coalition for Empowerment of Women.

##### **Empowering Employees from Abroad**

The IHI Group strives to create workplaces motivating fantastic employees to fully realize their potential regardless of their nationality. This includes broad assistance for foreign nationals working in the IHI Group. We offer a variety of training opportunities to enhance communication skills in Japanese while events such as those to encourage multicultural exchanges build broader professional networks. These are just some of the many things IHI does to promote work-friendly environments where foreign nationals can utilize all of their skills. Employees from abroad also encounter problems unique to foreign nationals. That is why IHI has put in place consultation services for employees from abroad.

##### **Empowering Local Employees Overseas**

The IHI Group is working to accelerate global expansion. Overseas, we recruit and nurture human resources with roots in the community according to the Group Human Resource Management Policy while considering the unique labor market and practices of each country. Our human resource development programs offer training to cultivate local Managers, which also strengthens our Group management capabilities. Moreover, we emphasize the development of global procurement Officers and advance training programs for local staff. In fiscal 2022 we implemented a human resource development program for management in the Asia-Pacific region in addition to a selling power improvement training program in China. In the future, we will promote even more active participation by cultivating diverse human resources throughout the Group worldwide.

##### **Empowering Employees with Disabilities**

The IHI Group strives to empower employees with disabilities, aware that everyone can reach their full potential with the right support and understanding in the workplace. For employees with disabilities in need of special assistance, we have assistance programs in place, such as specialized support staff, covering work and general aspects of company life. We also support career advancement of each employee by providing an environment conducive to growth and success.

IHI has been a member of the Accessibility Consortium of Enterprises (ACE) since fiscal 2013, and through sharing its recruitment guidelines and examples of employment with other ACE member companies, is able to resolve problems faced by employees with disabilities while helping to implement better measures regarding personnel and support corporate affiliates.

##### **Building an Inclusive Workplace Regardless of Sexual Orientation or Gender Identity**

The IHI Group is creating a working environment where LGBTQ+ employees can reach their full potential. As part of our support for gender minorities, we provide employment programs, corporate dormitories, and other benefits in addition to raising awareness about gender minorities (LGBTQ+) through an ally\* program and other networking and enlightenment opportunities.

In fiscal 2022, we conducted an e-learning program titled LGTBQ—Aiming for Total Allyship. The number of allies in the IHI Group has increased to over 3,500.

In addition, IHI promotes the existence of gender minorities in society, and is a co-sponsor of the Tokyo Rainbow Pride 2023 event, which celebrates gender and lifestyle diversity.

\*Ally: Allies refer to people who offer understanding and support to LGBTQ+. Anyone can be an ally, even if they do not identify as LGBTQ+.

## Diversity, Equity, and Inclusion

### Empowering People Over 60

The IHI Group promotes the active participation of employees at retirement age in many different ways. We have adopted a program for each employee to decide when to retire between the ages of 60 to 65. Many senior employees are also taking advantage of a program that enables promotion of employees over the age of 60 to encourage people to persevere regardless of age. Programs to capitalize on the high level of expertise and skill also create a framework to better encourage employees at retirement age to play a greater role.

### Hiring Fixed-term Employees as Regular Salaried Employees

IHI has put in place a system to hire fixed-term workers as regular salaried employees. This program lays a path for fixed-term employees who satisfy certain criteria to request a regular salaried position.

### Providing Opportunities to Gain Diverse Experience

The IHI Group continually enhances the workplace to ensure that human resources with diverse backgrounds, experience, and views have a means to fully leverage their skills. We offer programs to nurture broader experiences and open minds as well as a wide range of opportunities.

#### Employment

The IHI Group clearly defines the type of work and human resources critical to business and technical strategies that will realize its long-term business vision. This demands a strategic mix of new graduate and mid-career recruitment. We hire around the globe throughout the year while expanding the scope of our recruitment channels.

#### Transfer

The IHI Group rotates staff between departments, and dispatches employees to external training programs as well as to partner companies, government agencies, and startups. Our staff members also participate in joint development projects with other companies, universities, and research institutes, which are just some of the many ways in which IHI provides access to a variety of experiences and differing viewpoints.

To help facilitate the career development plans defined by each employee, we also recruit constantly from within the Group (career challenge).

#### Training

The IHI Group provides opportunities to gain broader experiences and an open mind through active human resource exchanges outside the organization, such as external training and events as well as participation in various academic societies.

### Concurrent In-house Positions and Side Businesses Outside IHI

The IHI Group encourages everyone to gain broad experience both inside and outside the organization. We support employees to have concurrent positions inside IHI and side businesses (second jobs) outside of it in the hope of leveraging diverse viewpoints and ideas in management. For example, some of these activities include those related to participation in universities and research institutes or administrative agencies and start-ups for side businesses outside of the Company, and for concurrent in-house positions, developing and sharing applications that contend with internal and external problem-solving as well as data collection and analysis. As of fiscal 2022, our employees have registered approximately 110 different side businesses, 55 concurrent positions, and a total 130 activities.

### Work-life Balance Programs and Consultation Services

The IHI Group has put in place various career-compatible programs to help employees actively participate in the Company while raising children, taking care of sick family, or undergoing treatment for an illness of their own. Examples include publishing handbooks and leaflets to raise awareness and promote use of these support programs, holding seminars by external lecturers, and setting up a consultation desk with outside experts who can provide support based on the circumstances and needs of each individual.

In addition, to strengthen our efforts regarding men's childcare leave we are in the process of developing a handbook on balancing work and raising children that focuses on male employees. Furthermore, in support of employees wishing to have children we are distributing leaflets to raise awareness about a program that supports fertility treatment.