

Action Plan to Promote Women's Participation and Advancement in the Workplace

KPMG Consulting Co., Ltd.

In order to realize a work environment where women can thrive, we have developed this action plan to allow employees to pursue both work and family responsibilities in a sustainable and unhindered manner.

1. Time frame: 1 June 2017 – 31 May 2022 (5 years)

2. Overall objective: Increase the ratio of female employees more than 30%.

3. Goals and details of initiatives:

I. Set up an awareness and action program for female empowerment

By June 2017: Establish the program details.

From July 2017: Start a career development training program, introduce a mentoring system, increase the visibility of female role models (e.g. feature individuals on the portal), and become affiliated with the KPMG Working Women's Network (WWN)*.

*The WWN was started in 2007 to offer women opportunities to grow as individuals, develop skills, and network/share knowledge with other working women.

II. Change the organizational culture

By June 2017: Establish the program details.

From July 2017: Implement Diversity Training Program aimed at employees in leadership positions.

III. Create a more flexible working environment

By June 2017: Establish the program details.

From July 2017: Introduce programs to support employees in returning to work and managing their limited available time.

Examples:

- Regular career guidance prior to leave of absence and before/after returning to work
- Return to work seminar
- Babysitting subsidy
- Sick child care support

- Information-sharing with employees on leave of absence
- Child care and family care consultation hotline

From October 2017: Introduce program to assist employees in finding and using child care facilities

Examples:

- Child care subsidy
- Guide to finding and securing day care

IV. Set up a system to allow a variety of work styles

From June 2017: Begin planning the program.

Examples:

- Revise evaluation system
- Widen scope of employees eligible for flexible working arrangements
- Consider a work-from-home system
- Implement greater workplace flexibility in the middle office, etc.

V. Periodically monitor progress and continually make improvements to reach the objectives

From June 2017: Establish an execution team and KPIs to monitor progress

From July 2017: Check performance against KPIs, analyze results and discuss improvements; confirm progress of initiatives I through III.