

Social — Diversity and Equal Opportunity

Policy

The KWE Group's most important asset is its people. We are working on promoting diversity and equal opportunity in order to achieve the corporate HR vision and mission defined in the KWE Global HR Guidelines established in 2020. The basic premise of the KWE Group is to respect the individuality of our employees, not to tolerate discrimination in any form, and to provide opportunities for everyone to play an active role under equal conditions. The KWE Group Code of Conduct 8. Equal Employment Opportunity expressly states this ethical standard, and in FY2023 we also established the KWE Group Diversity and Equal Opportunity Policy and Guidelines. In FY2025, our KWE Group companies will refer to these guidelines as they endeavor to promote diversity and equal opportunity in the most appropriate and effective way for their unique situation and with regard for the law and culture of their country.

KWE Group Code of Conduct 8. Equal Employment Opportunity

The Company has always been, and continues to be, committed to providing equal employment opportunity to all its employees and applicants for employment.

As a result, it is the policy of the Company to hire, train, promote, compensate, and to administer all of its personnel policies without regard to race, color, national origin, citizenship, religion, sex, age, disability, marital status, veteran status, sexual orientation, genetic information or any other characteristics protected by applicable laws.

All employees are responsible for complying with this policy. As a condition of employment, every employee is to treat all other employees equally and fairly.

KWE Group Diversity and Equal Opportunity Policy (excerpt)

1. Purpose

The KWE Group strongly believes that the values of diversity, equity, and inclusion are essential for our corporate sustainability. Collaboration among diverse employees from various backgrounds is a significant factor in our corporate culture, reputation, and achievement. The KWE Group respects diversity, equality, equity, and inclusion in its business and management. It is a part of the KWE Group DNA, which has driven the growth of our business globally from the beginning. As in the past and so into the future, our people are the most valuable asset we have. We firmly believe that this policy will increase the power of our diverse employee base worldwide. As KWE Group business continues to grow, our commitment to equal opportunity will enable our companies to contribute to local and global society as a good corporate citizen.

2. Scope

This policy applies to all employees of KWE Group companies, to the workplace and to work-related events organized or sponsored by the Company.

3. Basic Policy

(A) Diversity - respect for diverse individuality (B) Equity - equity and equal opportunity (C) Inclusion - an inclusive work environment

4. Employee Responsibility

For more information about diversity initiatives, see: <https://www.kwe.com/sustainability/worker/>

Corporate HR Vision

The KWE corporate HR vision is to attract, retain, and develop the best employees, and be a company that employees are proud of. We are committed to increasing employee engagement, resulting in the sustainable growth of both individuals and the organization.

Corporate HR Mission

The KWE corporate HR mission is to ensure that every employee can enjoy a long and fulfilling career by creating a work environment where each individual is motivated to develop him or herself and contribute to the organization.

For more information about the KWE Global HR Guidelines, see: <https://www.kwe.com/about/workingatkwe/talent/>

Action Plans and KPI

We are focusing on the following actions:

- Encourage equality in advancement to managerial positions
- Promote recruitment from and retention of employees from minority, marginalized, and underrepresented groups
- Educate employees about human rights and equal opportunity

The following are our action areas and KPI.

Equal opportunity in advancement to managerial positions

- ▶ Establish KWE Group Diversity and Equal Opportunity Guidelines
- ▶ Each KWE Group company makes concrete progress in line with the legal, cultural, and social characteristics of the country in which they do business

Create an environment of diversity and mutual respect

- ▶ Create a workplace environment with no discrimination or harassment
- ▶ Implement human resources measures that respect diversity and individuality so that every employee can demonstrate superior competency in their role

Improve training on diversity and inclusion

- ▶ Participation in diversity and inclusion training: 99.94%

Achievements in FY2024 (Kintetsu World Express (non-consolidated))

Disabled persons hired	2.8%
Men taking childcare leave	89.5%
Gender wage differential	72.7%

Promoting Diversity and Inclusion, and Preventing Harassment

Between October and December 2024 we conducted e-learning for all KWE Group employees on the topic of promoting diversity and inclusion. Training was also held for KWE Japan employees on understanding and preventing harassment. We are aiming for everyone to take action on their own initiative to build a workplace that is easy to work in.

Talent Acquisition in Line with Diverse Local Demographics and Cultures

To achieve our vision, the KWE Group focuses on business growth, talent acquisition, and promoting diversity. We provide equal opportunities for all employees and adapt our workforce strategies to local demographics and environments—for example, supporting the active participation of senior talent in Japan, where the population is aging and birthrates are declining.

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Flexible Work Styles

Basic Policy

Our Management Plan 2027 includes “introduce flexible working styles that respect the individual lifestyles of employees” as an important human resources action area, and our KWE regional headquarters and group companies are moving forward on their own initiatives.

We are aiming to achieve a workplace that is easy to work in, by supporting diverse working styles for diverse human resources, regardless of gender or age. The KWE Group will continue to contribute to ongoing corporate growth by moving ahead on working style reform in line with individual group company circumstances and creating workplaces where all employees can work with satisfaction.

Initiatives

Remote Work

KWE rapidly expanded remote work in response to the COVID-19 pandemic and has since formalized and adapted the system to fit the operations of each country. For example, at KWE Japan, employees can work remotely up to 10 days per month (15 days per month for those on reduced hours due to childcare or caregiving), enabling each employee to flexibly balance work with their lifestyle and their other responsibilities.

Childcare and Caregiving Support

We have established a range of programs related to childcare and caregiving, creating an environment where employees can work flexibly according to their family circumstances. This supports the balance between work and family while enhancing employee sense of security and overall ease of working.

Key Initiatives

- Providing comprehensive childcare and caregiving information on the company intranet
- Expanding childcare and caregiving programs beyond statutory requirements
- Offering paid leave for caregiving, maternity, spouse’s childbirth, and childcare
- Establishing consultation services for childcare and caregiving-related matters

Parental Leave and Caregiving Guidebooks

KWE Japan has created guidebooks summarizing company programs and internal procedures related to childbirth, childcare, and caregiving, and distributed them to employees. The guidebooks provide not only program overviews but also practical examples of leave-taking patterns and combinations with public support, making them easy to use and helping to create a work environment where everyone can feel secure.

Content on Work Styles

We regularly provide employees with content on work styles, including related policies and rules. In July 2024, we launched the “Working at KWE” course to deepen understanding of relevant laws, labor-management agreements such as the 36 Agreement, and internal rules, with 1,088 employees participating. Going forward, we will continue to regularly provide content and conduct programs to make the workplace more accommodating, promote new ways of working, and foster organizational vitality and awareness of operational improvements.

Achievements and Future Outlook

The introduction of flexible workstyles has improved employee work-life balance, reduced resignations due to childbirth or caregiving, and created an environment where employees can continue to develop their careers positively through life events. Moving ahead, we will continue to develop and refine various programs to reflect societal changes and employees’ needs, while improving internal communication through the intranet and other channels.

FY2024 Average Overtime Hours

Kintetsu World Express (non-consolidated)	16.5 hours per month
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