

# Information regarding Women's Participation and Advancement in the Workplace

## Sawai's action plan to promote women's participation and advancement in the workplace

1. **Planned period:** From April 1st, 2016 to March 31st, 2020 (4 years)
2. **Sawai's current situation and challenge:**
  - ① Ratio of women is getting lower and lower as the job position advances.
  - ② Insufficient skill of managers for evaluating and developing their subordinates, especially to employees taking advantage of child care leave system
  - ③ Lack of opportunity to think about future career and appropriate developing plan for female employees
3. **Target of female manager's ratio:**  
8% and above by the end of FY2019
4. **Initiatives:**
  - ① Fulfilling and thorough training for evaluators
    - Basic education for all managers as assessors from April 2016
    - Practical training for all managers based on Sawai's assessment system from October 2016
  - ② Enhancing future plan of talent development by introducing of career interview system
    - Designing of career interview system
    - Holding career interview based on career sheet
  - ③ Monitoring the progress of development and promotion of managerial candidates
    - Investigation and analysis of past performance results and business assignment, etc. of managers and 4th grade employees newly promoted from October 2016
    - Grouping managerial candidates as a talent pool and proceeding promotion plans by discussing with division head from November 2017
    - Reviewing talent pool of managerial candidates every year and continuing to follow up the plans from November 2018

## Ratio of male to female employees

As of December 1st, 2015

	Male	Female
Directors, Officers	93%	7%
Managers	96%	4%
Employees (general)	78%	22%

Employees (regionally limited)	60%	40%
Employees (contracted)	52%	48%
Employees (part timer)	2%	98%
Employees (dispatched)	58%	42%

## Status of taking child care leave of FY2014

Number of objectives for child care leave (female employees)	21 persons
Number of users for child care leave (female employees)	20 persons
Acquisition rates of child care leave	97.7%
Average periods of child care leave taken	325 days

\*There is no male employee who takes child care leave.

## Status of taking paid leave of FY2015

	Acquisition rates
Managers	39.3%
Employees (general)	54.4%
Employees (regionally limited)	63.1%
Employees (contracted)	65.5%
Employees (part timer)	83.8%

## Comparison of average service period between male and female

As of December 1st, 2015

	Male	Female
Managers	18.4 years	28.2 years
Employees (general)	7.6 years	7.2 years
Employees (regionally limited)	13.3 years	13.3 years

\*Objectives are employees without fixed term contract