

National Institute of Advanced Industrial Science and Technology (AIST)
Diversity, Equity, and Inclusion Promotion Measures
during the Period of the 6th Medium-Long Term Goals

1. Introduction

The environment in which people with diversity (including not only gender and age which are surface levels, but also deeper levels such as experience and sense of values) work together feeling equity and inclusion is important for AIST. This is because it leads to improvement of employees' engagement, the revitalization of research activities, and social contribution. To realize the environment above, AIST aims to be an organization where individuals can maximize their abilities.

To carry out our mission of "continuous creation of innovations that contribute to solving social issues and strengthening Japan's industrial competitiveness," we promote diversity, equity, and inclusion (DEI) throughout the AIST with the cooperation of related departments, aiming to be an organization where all human resources working at AIST can maximize their abilities and play an active role.

2. Action Plans for Promoting DEI during the Period of the 6th Medium-Long Term Goals

We decided the items and action plans related to the promotion of DEI during the period of the 6th medium-long term goals as follows. The next action plans based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children (April 1st, 2025 - March 31st, 2028) has been decided separately. These promotion measures and action plans will be reviewed as necessary depending on the progress and changes in the environment.

I. **Fostering an organizational culture of DEI**

The importance of DEI is being recognized in AIST through the establishment of "the Diversity, Equity, Inclusion and Human Resources Division" and continuous communication from managers, however, further fostering a culture of DEI is essential to permeate the culture through the entire organization. By developing an internal system of DEI and promoting cooperation with external organizations, we continuously update

and disseminate information, aiming to create an environment that will serve as a foundation for the promotion of DEI.

Action Plans

- (i) Clarification of a common understanding of “DEI for AIST”: we will define “the DEI that AIST should aim for,” and continuously disseminate both inside and outside to improve understanding and awareness of DEI.
- (ii) Education on DEI: we will provide seminars and other events that contribute to the promotion of DEI for all employees to increase their understanding of its importance and the way to promote it.
- (iii) Establishment of an internal system of DEI: we will establish a DEI Promotion Committee with external experts and examine and implement necessary measures through the PDCA cycle to promote DEI throughout AIST.
- (iv) Cooperation with external organizations: we will strengthen and continue the cooperation with the national and local governments, other research and educational institutions, etc.

II. Recruiting and promoting the active participation of diverse human resources

We aim to create a workplace where all people with “diversity” working at AIST can maximize their abilities. By the word “diversity,” we refer to not only surface levels (gender, nationality, disability, age, etc.) but also deeper levels (values, experience, career, gender identity, etc.)

Action Plans

- (i) Promoting talent management: we will define the human resources required for AIST at present and future and promote talent management to continuously ensure and retain diverse and excellent human resources.
- (ii) Promoting women's empowerment: we will promote recruitment in collaboration with the research fields, aiming to actively recruit female researchers. In addition, we will promote the appointment of women to managerial positions to make decisions based on diverse perspectives and values.
- (iii) Promoting foreign talents' empowerment: we will support the recruitment and acceptance of foreign talents and provide information in English to create an environment in which they can play an active role.

- (iv) Promoting the empowerment of people with disabilities: we will actively employ people with disabilities, complying with the statutory employment rate, and create a comfortable working environment for them to promote their active participation.
- (v) Promoting senior employees' empowerment: we comprehend the increasing the number of senior employees (due to the extension of the age of retirement) as an opportunity to create valuable human resources. Therefore, we will create an environment in which they are highly motivated to work.
- (vi) Promotion of employees' empowerment with respect for diversity: we will create an environment in which diverse people working at AIST can work with comfort and high performance.

III. Career development support and leader development

To improve AIST's performance and manage it sustainably, we will build an environment in which diverse and talented employees can fulfil their potential and develop their careers autonomously and develop the leaders in the next generations.

Action Plans

- (i) Promotion of autonomous career development: we will promote autonomous career development by creating an environment in which each employee can be aware of and fulfil his or her own potential.
- (ii) Development of the leaders in the next generations: to increase the number of next-generation leaders and their candidates, we will motivate employees more, raise awareness as a leader, and improve the working environment.

IV. Realization of work-life balance

To enrich employees' lives, we aim to promote work-life balance (a way of working which balances and enriches both work and their private time).

Action Plans

- (i) Promotion of flexible work styles: we will strengthen the support programs to reduce career loss due to life events and a working environment with flexible work styles for each employee.
- (ii) Consideration of measures to balance work and family life tailored to each employee: we will permeate a gender-neutral way of thinking, aiming at the development of a work environment in which every family member can be actively involved in family

life regardless of the gender. We will hold seminars and other events at least once a year which contribute to work-life balance.

- (iii) Dissemination and improvement of childcare and nursing care support programs: we will inform employees of the childcare and nursing care support programs timely and make programs user-friendly.
- (iv) Initiatives for health promotion and support for balancing work and health issues: we will grasp the health status of employees and provide opportunities to promote health so that they can work in good physical and mental health. In addition, we will work to create a workplace environment where people with health issues can work comfortably, and to promote understanding of health issues specific to gender and age group.

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