

# Outside Director Activities

The majority of IDEC directors are outside directors. Outside directors express their opinions based on their high-level expertise and management experience, and participate in the Board of Directors in an independent capacity.

They are also actively involved in the growth of our business by holding individual sessions with their relevant departments based on business issues and themes, and conducting lectures and face-to-face meetings in the curriculum for next-generation education. They play their roles as outside directors with expertise and independence.

## 01 Participation in next-generation executive candidates training programs

In addition to reporting on the development of the next-generation and the remuneration system as members of the Nominating Committee or Remuneration Committee, outside directors also engage in action learning through regular one-on-one meetings and conduct training lectures according to their expertise, and are involved in the training curriculum, as part

of the program for developing the next-generation of executives.

Outside directors participated in the IDEC Top Management Program, which fosters executive candidates, and the IDEC Leadership Challenge Program, which fosters managerial candidates in FY2024.



## 02 Exchange session on human capital initiatives

As a result of the evaluation of the effectiveness of the Board of Directors in FY2023, it became issues to stimulate discussions on ensure the diversity of core human resources and sustainability policies and initiatives (relating to ESG and the SDGs, etc.) As one outcome of this, in September 2023, we held an outside directors' exchange session on the theme of reporting and discussing the status of human capital initiatives, as an opportunity to report progress to directors and exchange opinions and information.

First, the company presented its integrated report, reported on efforts to improve systems and the environment, such as engagement surveys, new personnel systems, and work style reforms. There was then an exchange of opinions with members of the Decent Work Subcommittee on topics such as "What is a comfortable and rewarding workplace?" as well as systems and initiatives for employee growth and career development. [P.60](#)

