Zscaler Japan: General Employer Action Plan

At Zscaler, we are committed to fostering a diverse and inclusive environment where all employees can thrive, as we believe a variety of perspectives is essential for our sustainable growth. To formalize this commitment and comply with 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, we have formulated this General Employer Action Plan. This plan outlines our active efforts to create a working environment where employees from all backgrounds, including women, can realize their full potential along their desired career paths and balance their professional and personal responsibilities.

1. Planning Period

October 2025 – September 2028 (3 years)

2. Goals, Measures, and Implementation Timeline

Zscaler has established the following goals and initiatives:

Goals and targets	Specific initiatives
Increase the representation of women in our workforce from 16.4% to 20%	**Direct Hiring & Acquisition Initiatives:** Review of recruitment selection criteria and their operation. Active publicity for job seekers about the workplace where women can play an active role and thrive. **Key Supporting Initiatives (Retention & Career Development)** Interviews with supervisors for the active and fair development and evaluation of female workers. Introducing diverse role models and diverse career path examples for young people/matching by setting up opportunities for interaction between female managers and female workers who serve as role models. Support for network formation by setting up opportunities for women to interact with each other according to their job ranks. Actively promote company benefits, especially the 100% paid maternity and paternity leave.

2. Publication of Information on Women's Empowerment

Metric / Disclosure Item	Target	2025	2026
Gender Pay Gap (GPG) / Gender Difference in Wages*	—	82.8%	84.1%
Female Workforce Representation (Regular Employees)	20.0%	16.4%	16.2%
Female Representation in Management Positions	—	—	5.6%

*Female average earnings as a percentage of male average earnings. On average, women at Zscaler earn ₹84.10 for every ₹100 earned by men, up from ₹82.80 last year, showing a YOY improvement in pay parity.