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Securities Code: 2153
August 7, 2025

To our shareholders:

Yuji Kotani, President
E • J Holdings Inc.
3-1-21, Tsushima-Kyomachi, Kita-ku,
Okayama City, Okayama, Japan

Notice of the 18th Annual General Meeting of Shareholders

We are pleased to announce the 18th Annual General Meeting of Shareholders of E • J Holdings Inc. (the “Company”), which will be held as indicated below.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items subject to measures for electronic provision) in electronic format, and posts this information on the Company’s website. Please access the website by using the Internet address shown below to review the information.

The Company’s website:

<https://www.ej-hds.co.jp> (in Japanese)

(Please access the above website and select “IR Information,” “IR Events,” and “General Meeting of Shareholders” from the menu to find the information.)

In addition to the Company’s website, please check the items subject to measures for electronic provision posted on the website of the Tokyo Stock Exchange (TSE) listed below.

TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Please access the TSE website and search by entering “E • J Holdings Inc.” in “Stock Name (company name)” or the securities code “2153” in “Code.” Please click “Basic information” and then “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting”)

English version of the Company’s website:

<https://www.ej-hds.co.jp/en/>

Only the Japanese version is disclosed on the Tokyo Stock Exchange and the Company’s Japanese website. Please check here for the English version of the meeting notice.

If you are not attending the meeting in person, you may exercise your voting rights via the Internet, etc. or in writing (by postal mail). Please review the “Reference Documents for the General Meeting of Shareholders” and exercise your voting rights according to the “Exercise of your voting rights” (in Japanese only) **no later than 5:00 p.m., on Wednesday, August 27, 2025 (JST).**

- 1. Date and Time:** Thursday, August 28, 2025 at 10:00 a.m. (JST)
2. Venue: Phoenix Room, 4th Floor, Hotel Granvia Okayama
1-5, Ekimotomachi, Kita-ku, Okayama City

3. Purpose of the Meeting

Matters to be reported:

- (1) Business Report and Consolidated Financial Statements for the 18th Fiscal Year (June 1, 2024 to May 31, 2025), and reports of the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
- (2) Non-consolidated Financial Statements for the 18th Fiscal Year (June 1, 2024 to May 31, 2025)

Matters to be resolved:

- Proposal No. 1** Appropriation of Surplus
Proposal No. 2 Election of Eight Directors

- If you are attending the meeting in person, please submit the voting form at the venue reception.
- If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the aforementioned Company's website and TSE website.
- For this General Meeting of Shareholders, we have delivered paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested them. Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the provisions of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered.
 - In the Business Report: Status of Specified Wholly-Owned Subsidiaries, Principal Business Activities, Important Business Offices, Status of Employees, Status of Major Lenders, and Other Important Items Concerning the Current Status of the Corporate Group, Matters related to Stock Company's Shares, Matters Concerning Share Acquisition Rights of the Company, etc., Items related to Financial Auditors, and Matters Concerning the Development of Systems to Ensure Fair Business Practices.
 - Notes to the Consolidated Financial Statements
 - Notes to the Non-consolidated Financial Statements
 - In the Audit Report: Audit Report by Financial Auditor Concerning Consolidated Financial Statements, Audit Report by Financial Auditor, and Audit Report by Audit & Supervisory Board

Therefore, the Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements listed in this document are part of the document that was audited by the Financial Auditor and Audit & Supervisory Board Members when preparing their respective audit reports.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

The Company has given consideration to matters including its business performance during the fiscal year under review and its future business development, and it proposes to pay a year-end dividend as follows:

1. Type of dividend property
Cash
2. Allotment of dividend property to shareholders and aggregate amount thereof
 - (i) ¥42 per common share of the Company
 - (ii) Total payment: ¥675,268,818

As the Company has already paid an interim dividend of ¥25 per common share of the Company, the annual dividend will be ¥67 per share.
3. Effective date of dividends of surplus
August 29, 2025
4. Policy on decisions on dividends and other appropriation of surplus

The Company recognizes that the stable, continued return of profits to our shareholders over the long term will lead to an increase in shareholder value. Accordingly, we aim to improve shareholder value through reinvestment of profits from a medium- to long-term perspective and directly return profits to shareholders through dividends, etc., from a comprehensive perspective.

When deciding dividends, we will place importance on consolidated results and the situation of free cash flow and use the ratio of dividends to equity attributable to owners of parent (DOE), as an indicator reflecting capital policy. For the dividend policy at the current time, we will continue progressive dividends with a DOE of 3.0% or higher as a guideline and will implement the returns in a manner that is continuing and stable over the long term.


The Company has a basic policy of paying dividends of surplus twice a year with an interim dividend and a year-end dividend. The bodies responsible for determining dividends are the Board of Directors for the interim dividend, and the General Meeting of Shareholders for the year-end dividend.


Proposal No. 2 Election of Eight Directors


The terms of office of all nine Directors will expire at the conclusion of this General Meeting of Shareholders. The Company proposes that the number of directors for the fiscal year ending May 31, 2026, be set at eight, consisting of four Outside Directors and four Directors other than Outside Directors.


The selection of candidates for Director has been determined by the Board of Directors after sufficient deliberation by the Nomination and Compensation Committee, which is chaired by an Outside Director and in which the majority of members are outside officers. (See Business Report: 3. Appointment/Dismissal Process and Succession/Development Planning for Directors under 2 Matters Concerning Officers of the Company)

The candidates for Director are as follows:


Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
1	 <p>Yuji Kotani (November 25, 1957)</p> <p>Reelection</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>Sept. 1990 Joined Eight Consultants Co., Ltd. (currently Eight-Japan Engineering Consultants Inc.)</p> <p>July 1992 Director and Head of Tokyo Office</p> <p>Aug. 1996 President</p> <p>Jan. 1998 President of Yakumo Co., Ltd. (current position)</p> <p>June 2007 President of the Company (current position)</p> <p>Aug. 2023 Representative Chairman of the Board of Directors of Eight-Japan Engineering Consultants Inc. (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Representative Chairman of the Board of Directors of Eight-Japan Engineering Consultants Inc.</p> <p>President of Yakumo Co., Ltd.</p> <p>President of the Yakumo Foundation for Environmental Science</p> <p>Reasons for nomination as a candidate for Director</p> <p>Since the establishment of the Company, Mr. Yuji Kotani has overseen the management of the Group as President, guiding the Group with strong leadership and decisiveness. As well as being well-versed in the overall management situation and trends in the market environment of the industry, he also possesses sophisticated business judgment and the ability to appropriately manage from broad perspectives. The Company has nominated him as a candidate to continue serving as a Director because it judges that he is a suitable person to strongly promote the sixth medium-term management plan, which marks a new start, and to further contribute to strengthening the corporate governance and improving the corporate value of the Company.</p>	409,600


Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
2	 <p>Yuji Nagata (February 14, 1959)</p> <p>Reelection</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>Apr. 1981 Joined Eight Consultants Co., Ltd. (currently Eight-Japan Engineering Consultants Inc.)</p> <p>June 2017 Executive Officer and Head of Infrastructure Department</p> <p>June 2020 Senior Executive Officer and Head of Infrastructure Department</p> <p>June 2021 Director, Senior Executive Officer and Business Control Officer</p> <p>June 2022 Director, Senior Executive Officer and Head of General Planning Department</p> <p>June 2023 Director, Senior Executive Officer, Head of General Planning Department and in charge of Corporate Administration Department</p> <p>Aug. 2023 Director and Head of Business Control Department of the Company (current position)</p> <p>June 2024 Executive Director in charge of Corporate Administration Department of Eight-Japan Engineering Consultants Inc. (current position)</p> <p>Aug. 2024 Audit & Supervisory Board Member of Kyouritsu Engineer Co., Ltd. (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Executive Director in charge of Corporate Administration Department of Eight-Japan Engineering Consultants Inc.</p> <p>Audit & Supervisory Board Member of Kyouritsu Engineer Co., Ltd.</p>	18,302
<p>Reasons for nomination as a candidate for Director</p> <p>Mr. Yuji Nagata fulfills a central role in improving production and quality as head of the road and transportation divisions of our main subsidiary Eight-Japan Engineering Consultants Inc. He has properly fulfilled his roles and responsibilities as Director of this company since June 2021 by promoting innovation to resolve various issues in business expansion based on the fifth medium-term management plan, and as Director and Head of Business Control Department of the Company since August 2023. The Company has therefore nominated him as a candidate to continue serving as a Director because it judges that he is a suitable person to promote the Group's management.</p>			


Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
3	 <p>Seikan Kim (February 21, 1963)</p> <p>Reelection</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>Apr. 1987 Joined Japan Engineering Consultants Co., Ltd. (currently Eight-Japan Engineering Consultants Inc.)</p> <p>June 2019 Executive Officer, Deputy Head of Disaster Mitigation and Facility Maintenance Department and Division Head of Geo-Engineering Division</p> <p>June 2020 Senior Executive Officer and Head of Disaster Mitigation and Facility Maintenance Department</p> <p>Aug. 2020 Director, Senior Executive Officer and Head of Disaster Mitigation and Facility Maintenance Department</p> <p>June 2021 Director, Senior Executive Officer and Head of Corporate Administration Department</p> <p>June 2021 Head of Planning Department of the Company</p> <p>Aug. 2021 Director and Head of Planning Department (current position)</p> <p>June 2023 Executive Director of Eight-Japan Engineering Consultants Inc.</p> <p>Aug. 2023 Representative Director and President (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Representative Director and President of Eight-Japan Engineering Consultants Inc.</p> <p>Reasons for nomination as a candidate for Director</p> <p>Mr. Seikan Kim fulfilled a central role in production and quality improvement as Head of Disaster Mitigation and Facility Maintenance Department at our main subsidiary Eight-Japan Engineering Consultants Inc. As Representative Director and President of this company since August 2023, he has played a significant role in advancing the fifth medium-term management plan by promoting new management reforms, including the promotion of DX and business division operations. Moreover, since August 2021, he has fulfilled a central role in leading the Company's efforts to address new environmental measures required of Prime-listed companies, such as SDGs and TCFD, across the entire group. The Company has nominated him as a candidate to continue serving as a Director because it judges that he is a suitable person to promote the sixth medium-term management plan, which will make a new start.</p>	19,064

Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
4	 <p>Mitsutoshi Kotani (November 15, 1967)</p> <p>Reelection</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>June 2001 Joined Eight Consultants Co., Ltd. (currently Eight-Japan Engineering Consultants Inc.)</p> <p>May 2018 President of Nakawood Co., Ltd.</p> <p>June 2019 General Manager of General Planning Division of Eight-Japan Engineering Consultants Inc.</p> <p>June 2019 General Manager of Planning Division, Planning Department of the Company</p> <p>June 2020 Executive Officer and Head of Business Promotion Department of Eight-Japan Engineering Consultants Inc.</p> <p>Aug. 2020 Director and Head of Planning Department of the Company</p> <p>June 2021 Director in charge of Business Control Department and Planning Department</p> <p>Aug. 2021 Director in charge of Internal Corporate Auditing Office</p> <p>Aug. 2022 Director, Senior Executive Officer and Head of Chugoku Regional Office of Eight-Japan Engineering Consultants Inc.</p> <p>Aug. 2023 Director in charge of Risk Management of the Company</p> <p>May 2025 President of Enjoyfarm Co. Ltd. (current position)</p> <p>June 2025 Director and Senior Executive Officer in charge of General Planning assistant to General Planning Division of Eight-Japan Engineering Consultants Inc. (current position)</p> <p>June 2025 Director and Head of CSR Department of the Company (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Director and Senior Executive Officer in charge of General Planning assistant to General Planning Division of Eight-Japan Engineering Consultants Inc.</p> <p>President of Enjoyfarm Co. Ltd.</p>	241,000
		Reasons for nomination as a candidate for Director	

Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
		Mr. Mitsutoshi Kotani has held central roles in corporate planning and business promotion divisions at the Company and its main subsidiary Eight-Japan Engineering Consultants Inc., working to strengthen the management base through structural reform. He has also performed his roles appropriately in order to enhance the corporate value of the Group by promoting the enhancement of risk management across the entire group. He has also been involved in corporate management in his role as President of an affiliated company. The Company has nominated him as a candidate to continue serving as a Director because it judges that he is a suitable person to promote the Group's management.	

Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
5	 <p>Koichi Ninomiya (May 27, 1948)</p> <p>Reelection Outside Independent Officer</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>Apr. 1973 Joined Daiwa Securities Co. Ltd. (currently Daiwa Securities Group Inc.)</p> <p>May 1998 General Manager of Okayama Branch</p> <p>June 2004 Standing Corporate Auditor of Daiwa Asset Management Co. Ltd.</p> <p>June 2008 Executive Advisor in charge of Management Strategy Department of FinTech Global Incorporated</p> <p>Dec. 2008 Standing Corporate Auditor</p> <p>Dec. 2015 Advisor</p> <p>Aug. 2016 Outside Director of the Company (current position)</p>	—
		<p>Reasons for nomination as a candidate for Outside Director and summary of expected roles</p> <p>Mr. Koichi Ninomiya has been involved in the securities and finance industry for many years. The Company judges that his abundant experience and advanced knowledge enable him to make useful advice concerning matters such as the Group's capital policy, and contribute to further strengthening corporate governance, including providing opinions and suggestions. Moreover, the Company believes that there is no risk of a conflict of interest with general shareholders, and his independence and neutrality as an Outside Director is thus sufficiently assured. The Company has therefore nominated him as a candidate to continue serving as an Outside Director.</p> <p>As an Outside Director, he has expressed his candid opinions at Board of Directors meetings and fulfilled a central role as chairman of the Nomination and Compensation Committee.</p>	

Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
6	 <p>Hirofumi Abe (January 21, 1955)</p> <p>Reelection Outside Independent Officer</p> <p>Attendance at Board of Directors meetings: 92% (12/13)</p>	<p>Apr. 1981 Research Associate of Faculty of Engineering, Kyoto University</p> <p>Aug. 1987 Research Associate at the School of Engineering, Okayama University</p> <p>Apr. 1999 Professor at the School of Environmental Science Engineering</p> <p>Apr. 2004 Professor at Graduate School of Environmental Science</p> <p>Apr. 2007 Dean of Graduate School of Environmental Science</p> <p>Apr. 2012 Executive Director, Vice-President and Professor at Graduate School of Environmental Science</p> <p>Apr. 2017 Professor at Graduate School of Environmental and Life Sciences</p> <p>Mar. 2020 Retired from Okayama University</p> <p>Apr. 2020 Professor Emeritus of Okayama University</p> <p>Feb. 2021 Professor at the Faculty of Business Administration, Vice President, and Director of the Regional and Social Collaboration Center of International Pacific University (current position)</p> <p>Aug. 2021 Outside Director of the Company (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Professor at the Faculty of Business Administration, Vice President, and Director of the Regional and Social Collaboration Center of International Pacific University</p> <p>Reasons for nomination as a candidate for Outside Director and summary of expected roles</p> <p>Mr. Hirofumi Abe has never been directly involved in the management of a company. However, beginning in 1987, he was responsible for the planning discipline in the School of Engineering and the School of Environmental Science Engineering at Okayama University for 33 years, while also serving in positions such as Dean of the Graduate School of Environmental Science, and Executive Director and Vice President of Okayama University. He has additionally held positions on numerous local government councils. The Company judges that his abundant experience and knowledge enable him to make useful advice concerning the Group's construction consulting business, and contribute to the further strengthening of corporate governance. Moreover, the Company believes that there is no risk of a conflict of interest with general shareholders, and his independence and neutrality as an Outside Director is thus sufficiently assured. The Company has therefore nominated him as a candidate to continue serving as an Outside Director.</p>	—

Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
7	 <p>Tohei Nitta (March 26, 1958)</p> <p>Reelection Outside Independent Officer</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>Aug. 1981 Joined Shinwa Audit Corporation (currently KPMG AZSA LLC)</p> <p>May 1999 Partner (currently Associate Partner)</p> <p>May 2006 Representative Partner (currently Partner)</p> <p>July 2007 Head of the Okayama Office</p> <p>June 2020 Retired from KPMG AZSA LLC</p> <p>July 2020 Established Tohei Nitta CPA Office as Head (current position)</p> <p>Aug. 2021 Outside Director of the Company (current position)</p> <p>Sept. 2021 Outside auditor of OLBA HEALTHCARE HOLDINGS, Inc. (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Head of Tohei Nitta CPA Office</p> <p>Outside auditor of OLBA HEALTHCARE HOLDINGS, Inc.</p>	100
		<p>Reasons for nomination as a candidate for Outside Director and summary of expected roles</p> <p>Mr. Tohei Nitta has never been directly involved in the management of a company. However, in addition to being well-versed in fields such as corporate finance and accounting, and governance, and having spent many years at an audit firm, he has also held various positions in corporate management and supervision. The Company judges that his extensive experience and insight enable him to provide useful advice and contribute to the Group in strengthening corporate governance. Moreover, the Company believes that there is no risk of a conflict of interest with general shareholders, and his independence and neutrality as an Outside Director is thus sufficiently assured. The Company has therefore nominated him as a candidate to continue serving as an Outside Director.</p>	

Candidate No.	Name (Date of birth)	Career summary, positions, and responsibilities	Number of the Company's shares owned
8	 <p>Junko Isozaki (February 4, 1972)</p> <p>Reelection Outside Independent Officer</p> <p>Attendance at Board of Directors meetings: 100% (13/13)</p>	<p>Nov. 1997 Passed the Judicial Scrivener Examination</p> <p>July 2007 Representative of Futaba Judicial Scriveners (current position)</p> <p>Nov. 2012 Passed the Land and House Investigators Examination</p> <p>Jan. 2013 Head of Futaba Registration Surveying Office (current position)</p> <p>Jan. 2021 Representative Director of YJ Corporation (current position)</p> <p>Aug. 2023 Outside Director of the Company (current position)</p> <p>Significant concurrent positions outside the Company</p> <p>Representative of Futaba Judicial Scriveners</p> <p>Head of Futaba Registration Surveying Office</p> <p>Representative Director of YJ Corporation</p> <p>Reasons for nomination as a candidate for Outside Director and summary of expected roles</p> <p>Ms. Junko Isozaki has never been directly involved in the management of a company. However, based on her career and expertise as a judicial scrivener, land and house investigator, and business manager, the Company judges that she will provide useful advice and suggestions at meetings of the Board of Directors of the Company and further strengthen the corporate governance of the Group. Moreover, the Company believes that there is no risk of a conflict of interest with general shareholders, and her independence and neutrality as an Outside Director is thus sufficiently assured. The Company has therefore nominated her as a candidate to continue serving as an Outside Director.</p>	100

- Notes:
1. There is no special interest between any of the candidates for Director and the Company.
 2. Mr. Koichi Ninomiya, Mr. Hirofumi Abe, Mr. Tohei Nitta, and Ms. Junko Isozaki are candidates for Outside Director.
 3. Mr. Koichi Ninomiya, Mr. Hirofumi Abe, Mr. Tohei Nitta, and Ms. Junko Isozaki are currently Outside Directors of the Company. At the conclusion of this General Meeting of Shareholders, Mr. Koichi Ninomiya will have served as an Outside Director for nine years, Mr. Hirofumi Abe and Mr. Tohei Nitta will have served as Outside Directors for four years, and Ms. Junko Isozaki will have served as an Outside Director for two years.
 4. The Company and the Group companies have entered into a directors and officers liability insurance contract with an insurance company, as set forth in Article 430-3, paragraph (1) of the Companies Act. The contract covers losses arising from the responsibility of an insured person, including a Director of the Company, for the performance of their duties, and losses in the event that a claim for legal damages is made in pursuit of this responsibility. All candidates for reelection under this proposal are already insured under the contract, and will continue to be insured if reelected. In addition, when the contract is renewed, the Company plans to renew the contract with the same terms.
 5. The Company has submitted notification to the Tokyo Stock Exchange that Mr. Koichi Ninomiya, Mr. Hirofumi Abe, Mr. Tohei Nitta, and Ms. Junko Isozaki have been designated as Independent Officers as provided for by the aforementioned exchange. If their reelection is approved, the Company plans for their designation as Independent Officers to continue.

Reference Expertise and Experience Required of Directors and Audit & Supervisory Board Members of the Company

	No.	Internal/ Outside	Candidate Name	Skills Matrix					
				Corporate Management and Corporate Strategy	Technology, Quality and R&D	Sales Strategy and Marketing	Financial Strategy and Accounting	Governance, Risk Management and Compliance	Personnel, Labor, HR Development and Diversity
Directors	1	Internal	Yuji Kotani	●	●	●	●	●	●
	2	Internal	Yuji Nagata	●	●		●		●
	3	Internal	Seikan Kim	●	●		●	●	●
	4	Internal	Mitsutoshi Kotani	●		●		●	
	5	Outside	Koichi Ninomiya	●				●	●
	6	Outside	Hirofumi Abe		●	●			
	7	Outside	Tohei Nitta				●	●	
	8	Outside	Junko Isozaki					●	●
Audit & Supervisory Board Members	1	Internal	Satoshi Yoshikawa	●	●		●	●	
	2	Outside	Jiro Matsubara				●		
	3	Outside	Eiji Usami					●	

Note: The above list does not represent all the expertise and experience of each Director and each Audit & Supervisory Board Member.

Skills	Criteria for Indicating as a Skill in the Skills Matrix
Corporate Management and Corporate Strategy	Can contribute to formulating management strategy based on attributes such as experience in corporate management and important corporate decision-making
Technology, Quality and R&D	Can contribute to management based on experience and knowledge in fields such as the introduction of new technologies vital for innovation, AI, ICT, information security, and quality response
Sales Strategy and Marketing	Can contribute to management based on experience and knowledge concerning fields such as understanding market trends in Japan and overseas and sales strategy.
Financial Strategy and Accounting	Can contribute to management based on experience and knowledge concerning fields such as finance, accounting, taxation, and long-term investment (including M&A)
Governance, Risk Management and Compliance	Can contribute to management based on experience and knowledge concerning fields such as corporate governance, risk management, legal affairs and compliance
Personnel, Labor, HR Development and Diversity	Can contribute to management based on knowledge and experience concerning fields such as the formulation of human resources strategy, human resources development, diversity, and work-style reform