

# Human Resource Strategy

## Aiming to secure a diverse range of human resources and promote their active participation

With the keywords of “communication and collaboration,” KOITO encourages every employee to share their knowledge, experience, findings and problem awareness through various means to build energetic worksites where every member can work on tackling problems and can experience their growth and become motivated to take on new challenges.

To achieve the KOITO Group’s further growth, we are working to improve work-life balance. At the same time, we are revamping our human resource systems with the aim of strengthening our efforts to secure a diverse range of human resources, including women, foreign nationals and mid-career hires and promote their active participation in our core human resources.

### Improvement of Work-life Balance

KOITO has been improving the work-life balance to create a work environment where every employee can make the best use of their capabilities and fulfill their potential. In addition, we are promoting flexible and diverse working styles. KOITO has introduced teleworking system as one of “New Normal” ways to work, following the COVID-19 pandemic.

#### [Reduction of long working hours]

- Overtime working hours in each department is reported at the monthly Managing Committee, and work processes are being streamlined to reduce it

#### [Acquisition of paid leaves]

- The Committee for the Acquisition of Paid Leaves promotes employees to take paid leaves of 15 or more days per year and confirms the acquisition status by each department

#### [Introduction of teleworking system]

- Applicants in administrative divisions can work from home

#### [Support for childcare, nursing care and others]

- Child-care leave can be taken up to the end of April after the child reaches three years old
- Employees and junior employees raising children under the age of nine can work under shortened working hours
- Employees can voluntarily choose their attendance and leaving times under a flexible working system
- Nursing care leave can be taken up to one year
- Implementation of seminars to balance work and nursing care for employees



### Human Resource Development

KOITO engages in human resource development through a wide variety of curriculums, and provides job-rank based education, technical education, and global education.

The job-rank based education consists of management training for specific qualifications and positions. The technical education includes 211 lectures in and outside of KOITO, such as advanced education on AI, IoT, and sensors. A total of 6,335 KOITO employees participated in these training and lectures in FY 2022.

The global education focuses on multi-culture training, e-learning and language training.

## Promotion of Diversified Human Resources

KOITO recognizes that various perspectives and values can be strengths in securing sustainable growth, and promoting active participation of diverse human resources. We have set KPIs and targets for the promotion of women, foreign nationals, and mid-career hires in core human resources, and are working to provide wide-ranging career support and improve working environment.

### ■ Targets to secure diversified human resources

	FY 2022 Result	FY 2026 Target
Percentage of women in senior management	1.4%	3.0%
Percentage of foreign nationals in senior management	0.3%	1.0%
Percentage of mid-career hires in senior management	7.5%	10.0%

#### [Women empowerment]

- Expanding the number of women in regular position, senior management, newly and mid-career hires
- Provide education to women employees and for managers with women staff etc.

#### [Support for foreign employees]

- Employ foreign candidates to strengthen R&D
- Strengthen the recruitment of exchange students by cooperating with universities etc.

#### [Support for senior employees]

- Rehiring of all applicants over 60 etc.

#### [Improve treatment for non-regular employees]

- Promote all non-regular employees as full-time employees (2019) etc.

#### [Support for staff with a disability]

- Creating a workplace where staff with a disability can play active roles and expanding their employment

## Enhancement of Our Member Benefit

KOITO is working to enhance our member benefit and improve the workplace environment to increase our employees’ motivation.

As for benefits, KOITO prepares dormitories, company housing, and cafeteria facilities for employees. We also introduce an employee stock purchase plan (ESPP) to support employees’ property formation and share the company’s medium- to long-term growth.

The improvement of the workplace environment includes the installation of security cameras at entrance gates and dormitories to enhance security, installation of automatic fire extinguishers as a fire safety measure, and replacing lights with LED lamps at work areas in production sites to reduce employees’ workload.



For KOITO member benefit in overseas subsidiaries, please refer to our Human Resource Management website.

URL: <https://www.koito.co.jp/english/csr/social/humanresource.html>

## Health and Hygiene

Based on five management elements of occupational health (work environment management, work management, health management, hygiene education, and hygiene management system), KOITO is implementing various activities to provide a healthy and safe workplace environment.

#### [Activities on health]

- Implementing periodic medical checkups and providing results to employees
- Implementing workplace vaccination of COVID-19
- Influenza vaccination for applicants
- Implementing special health checkups to confirm there are no occupational illness
- Implementing life-saving seminars (including AED seminars and others)

#### [Efforts to maintain and promote mental health]

To prevent employees from mental health issues, we are providing “self-care” training for new employees and applicants, and “line-care” training for Managers and Chiefs. In FY 2022, a total of 167 employees participated in self-care and 76 in line-care training.

We conduct annual stress checks for all employees to encourage self-care, and support them by having individual counseling.

In addition, we are improving our support system by establishing an external consulting desk where employees can consult on mental health issues over the phone.

#### [Activities on hygiene]

- Implementing training for hazardous chemical substances
- Preventing accidents and health impairment through special education for organic solvents or powder handlers
- Implementing health lectures during National Occupational Health Week
- Preventing collective infections at dining halls (sanitary inspections, etc.)