

Human Resource Management

KOITO has identified “human resource development,” “healthy and safe working environment,” “workstyle reform” and “protection of human rights” as part of our materiality. 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.

▶ Please refer to the Human Resource Strategy from P.24 to P.25 of this report.

Personnel Data

(KOITO MANUFACTURING)

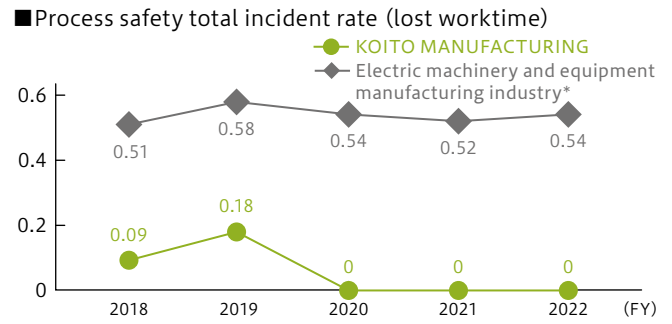
		FY 2019	FY 2020	FY 2021	FY 2022	
Total workforce	Male	3,471	3,551	3,570	3,534	
	Female	907	908	912	883	
	Total	4,378	4,459	4,482	4,417	
Regular recruitment	General administrative positions	Total (male and female)	17	19	25	0
		Ratio of female	47.0%	52.6%	32.0%	0.0%
	General technical positions	Total (male and female)	71	81	70	27
		Ratio of female	7.0%	12.3%	8.6%	11.1%
	Practical positions	Total (male and female)	43	47	47	24
		Ratio of female	25.6%	31.9%	29.8%	20.8%
Number of employees in senior management	Total (male and female)	131	147	142	51	
	Ratio of female	18.3%	23.8%	19.7%	15.7%	
Number of employees in senior management	Male	580	582	607	612	
	Female	6	6	8	9	
	Ratio of female	1.0%	1.0%	1.3%	1.4%	
Number of employment of staff with a disability		80	85	84	82	
	Ratio	2.27%	2.37%	2.31%	2.25%	
Ratio of dispatched employees		19.7%	17.9%	17.7%	15.9%	
Average years employed by the company	Male	19.7	19.2	19.3	19.6	
	Female	21.8	21.3	21.5	21.7	
	Total	20.0	19.6	19.7	20.0	
Re-employment ratio	Senior management	91.7%	88.9%	100.0%	93.3%	
	Union members	75.4%	77.5%	85.7%	81.4%	
	Total	78.3%	79.4%	88.5%	84.3%	
Employee turnover rate (voluntary resignation)		1.1%	1.1%	1.1%	1.6%	
Working hours		2,044.0	1,998.5	2,324.1	2,064.0	
Monthly average overtime hours		23.7	20.6	9.9	9.3	
Number of paid leave per employees		16.0	16.2	14.7	16.5	
	Paid leave taken	77.3%	78.2%	70.8%	82.5%	
Number of employees taking maternity leave		37	34	33	28	
Number of employees taking child care leave	Male	4	4	14	25	
	Female	59	58	65	65	
	Total	63	62	79	90	
Number of employees working reduced hours to accommodate childcare	Male	1	1	0	2	
	Female	58	61	54	67	
	Total	59	62	54	69	
Number of employees using taking family-care leave	Male	0	0	0	3	
	Female	3	0	1	2	
	Total	3	0	1	5	
Employee training time (hours)		63,181	75,241	42,960	44,953	
	Average training time per employee	14.4	16.9	9.6	10.2	
Number of employees taking mental health training		1,028	682	239	243	
Labor union membership rate		95.4%	98.3%	98.8%	98.1%	

Occupational Safety and Health

KOITO adopts “Safety comes first” as the basic approach to safety and health and aims to create the safe, secure, and comfortable work environment with the participation of all employees. Five Safety Rules are also set as the standard actions to follow in all activities that are to be practiced by the entire Group.

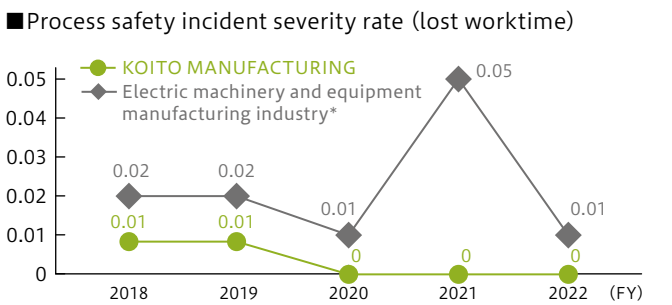
The Safe and Environmental Committee chaired by the Representative Director meets monthly to discuss policies on employee safety and health measures, including measures to prevent and recur problems or accidents, as well as other important issues. The matters discussed at the Safe and Environmental Committee are presented to every employee through the Safe and Health Committee, and the Safe and Environmental Committee of each production site, or the worksite safety meetings conducted at their worksites.

Targeting all personnel working in the premise, KOITO repeatedly provides education and accident drills to develop human resources who follow safety rules and increase their awareness. We are also conducting risk assessment and risk detection activities to enhance the senses to find potential risks at the worksites. In addition, Directors and Managers conduct on-site inspections, identify unsafe conditions, and take preventive measures with the goal of zero labor disaster and traffic accidents.



$$\text{Process safety total incident rate} = \frac{\text{Numbers of workers due to industrial accident}}{\text{Total working hours}} \times 1,000,000$$

*Source: The Ministry of Health, Labour and Welfare



$$\text{Process safety incident severity rate} = \frac{\text{Total lost working hours}}{\text{Total working hours}} \times 1,000$$

*Source: The Ministry of Health, Labour and Welfare

Initiatives between Management and Employees

A strong relationship based on mutual trust between management and employees is essential for building the workplace environment where individual employee can make the best use of their capabilities, and maintain and improve high productivity and motivation.

“KOITO Labor Union,” which consists of 3,878 KOITO employees, is a member of the “JAM Shizuoka.” In principle, KOITO holds monthly labor-management meetings with KOITO Labor Union to discuss various issues such as business performance and labor conditions.

In addition, the labor union regularly conducts a union employee awareness survey on workplaces, operations and careers targeting all union members. The labor union uses the findings to improve union activities and recommendations to KOITO.

Respect for Human Rights

One of our management philosophies is to “stepping forward to realize our employees’ dreams,” and we declare in the KOITO Group Corporate Behavior Charter that “we will respect the human rights of all persons.”

By respecting human rights of all stakeholders while communicating with business partners, local communities and employees, KOITO strives to be a company that is trusted by international society.

We provide employee education on respecting human rights as a part of compliance education. Training to address specific issues, such as harassment training, is offered when necessary to raise every employee’s awareness on respecting human rights.