

# Together with Our Employees

We respect the diversity of human resources, and develop and enhance their abilities. And we focus efforts on reforming work styles to promote safety and health.

## Workplace Diversity

The Company actively hires foreign nationals and people with disabilities to create a diverse workforce. There are many job-seekers with disabilities in the Kanto area, so we will consider new divisions we can assign them to, depending on the type of work, accept people with disabilities not only in the Toyama Technology & Manufacturing Center but also in the head office, and have established a comfortable working environment for disabled people.

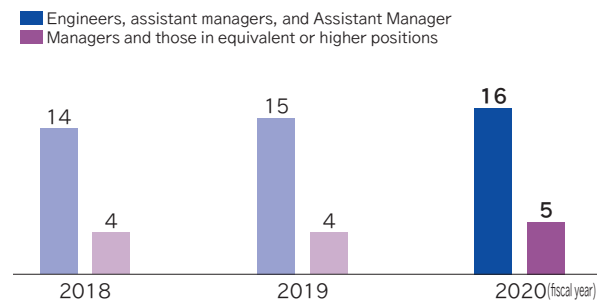
## Efforts to Promote Female Empowerment in the Workplace

The Company's basic policy is to promote the active participation of people in the workplace without gender bias. We have formulated an action plan and carry out efforts to promote female empowerment in the workplace to contribute to corporate growth by taking full advantage of diverse employees representing different backgrounds, points of view, and values. In fiscal 2021, the CEO conveyed a message about our efforts to address the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on the Promotion of Female Participation and Career Advancement in the Workplace. We also started an online seminar for all female employees given by external experts on "female health measures," which all group companies recognize as an important issue, and are considering holding one for management in the future.

Going forward, we will plan a career advancement seminar for new and mid-level female employees based on the results of surveys on the company's internal needs. This will give them the opportunity to

think about their career development and medium- to long-term career paths through discussions and exchanges of opinions with female managers who play an active role in the company, thereby promoting empowerment through creating role models across departments and providing continuous support with mentor-like figures.

Number of female managers (The Company, as of June 1 every year)



## Consultation Counter for Persons with Disabilities

Based on the Revised Act on the Promotion of the Employment of Disabled Persons, which took effect in April 2016, and the subsequent partial revision, we have established a system for supporting both employees with disabilities and their workplaces, setting up a consultation counter in order to respond appropriately to their needs and concerns. The consultation counter responds to both inquiries from employees with disabilities and inquiries from workplaces regarding issues associated with the employment of persons with disabilities. The consultation counter also provides advice and assistance to workplaces regarding reasonable accommodations.

## Dialogue with the Union

The Company has concluded an agreement with the KOKUSAI ELECTRIC Labor Union, under which labor-management conferences are held regularly to discuss labor conditions and personnel systems, how to activate employees, and other issues. Through these conferences, labor and management work together to establish disciplinary rules for the workplace and maintain and improve the workplace environment. The labor agreement specifies that the Company and union hold such labor management conferences regularly to facilitate two-way communication, ensure smooth business operations and growth, and improve the working conditions of employees. In this way, labor and management exchange opinions constructively in regard to various issues such as "management policies" and business operations, thereby establishing healthy and stable relations between workers and management.

## Together with Our Employees

### Basic Philosophy on Human Resource Development

Our basic philosophy is to train workers who “learn on their own, think on their own and act on their own.” We aim to develop individuals who are always eager to explore and learn, enjoy overcoming challenges, and continue to evolve every day.

### Training of Global Human Resources

With the aim of developing people who can contribute to expanding global business, we have continued to implement the following training programs.

#### Training young employees to have a global mindset

In order to foster a global mindset among new employees, we provide various types of training in our introductory training for new employees, including seminars on how to study English and sessions for learning about different cultures. We also support personal development by offering TOEIC® tests online to enable people to continue to take the tests during the COVID-19 pandemic and providing English learning tools such as correspondence courses.

Note: TOEIC is a registered trademark of Educational Testing Service (ETS) in the US.

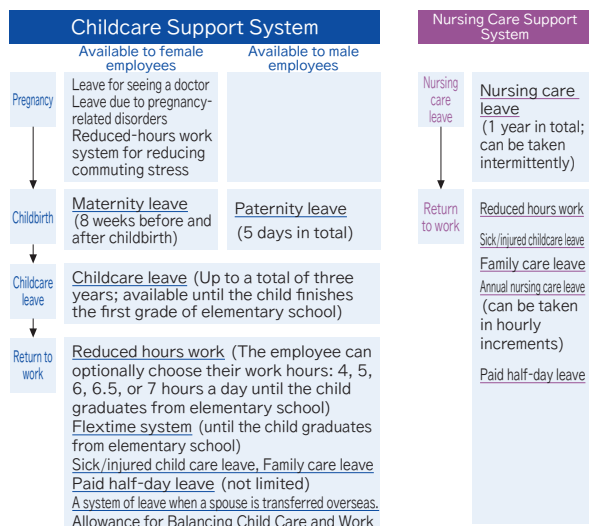
### Work Style Reforms

As Japan faces a declining birthrate and increasing aged population, the needs of people who balance work with family responsibilities such as child-rearing and nursing care have become more diverse. Establishing an environment that expands work opportunities and enables workers to fully realize their ambitions and utilize their skills to improve productivity and achieve work-life balance in response has become an important issue for companies. The Company supports a work-life balance with the following measures.

#### Support for Balancing Work and Family Life

Recognizing the importance of achieving a good balance between a sound and comfortable life and rewarding and fulfilling work, the Company has been working to make work style reforms and to develop and enrich programs that help workers realize a good balance between work and family responsibilities such as child-rearing and nursing care, as indicated in the table below.

#### Systems for supporting childcare and nursing care

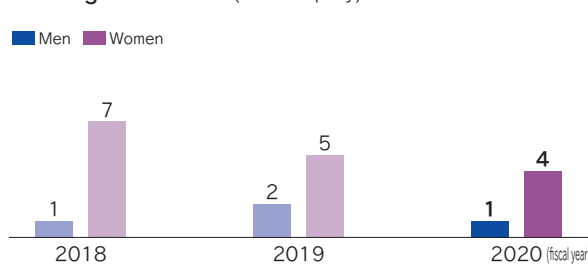


(Underlining indicates where the contents of a system or a system itself exceeds the legal obligations.)

#### Allowance for Balancing Child Care and Work Program

As part of efforts to create an environment where employees rearing children can continue to make a full contribution at work, the Company introduced the “Allowance for Balancing Child Care and Work” program on April 1, 2017. This program provides employees who are raising a preschool-aged child or children, whether in a dual-income household or as a single parent, with financial assistance to cover child-rearing expenses, such as preschool fees and babysitting costs.

#### Number of employees who took childcare and nursing care leave (The Company)



## KOKUSAI ELECTRIC CORPORATION Health Declaration

Based on the Corporate Statement, "The KOKUSAI ELECTRIC Group strives to create value through technology and dialogue to realize a sustainable society that is safe, comfortable and vibrant," our unchanging basic principle is to prioritize health and safety in all of our business activities. In line with this principle, we declare that we will actively work to improve the mental and physical health of our employees.

October 22, 2021 **Yuji Kamiya** Director, Executive Vice President and Executive Officer

### Corporate Health Management

#### Promoting corporate health

Based on the Health Declaration, the Company strives to go beyond merely complying with laws and providing standard healthcare. Our goal is to maintain and improve the health of employees as a strategic labor investment for the future.

We are also engaging in efforts to be recognized as a "Certified Health & Productivity Management Outstanding Organization" (large enterprise category).

#### Infectious disease risk prevention measures

We have established a workplace environment and take measures to ensure employees can work without worry of infection from COVID-19, influenza, or other disease.

#### Physical health

We work to ensure the early discovery and prevention of disease by following up when employees' health checkup results call for additional testing, such as

providing consultation and encouraging employees to see the doctor.

#### Mental health

We offer courses on self-care and train supervisors to notice potential mental health problems in employees. We also engage in efforts to improve the workplace environment based on the results of group analyses of employee stress checks.

We also hold regular counseling sessions by an occupational psychologist to help those with mental wellbeing issues.

#### Number of employees taking leave for mental illness (domestic Group employees)

Number of those who were absent for seven or more days per month. If the same employee takes multiple leaves of absence within the fiscal year, they are counted as one person.

2018	2019	2020
7	7	5

### Philosophy on Safe Workplace Environments

Toyama Technology & Manufacturing Center, our production base in Japan, and Kokusai Electric Korea Co., Ltd., has acquired ISO 45001, which specifies requirements for an occupational health and safety management system. Both are working to build and maintain workplace environments where employees and customers can work safely worldwide. Furthermore, as part of our efforts to combat the COVID-19, we have established a Novel Coronavirus Response Headquarters which is headed by the president. We have also formulated our own disease prevention rules that are even more rigorous than the "New Lifestyle" measures advocated by the Japanese government for the main purpose of preventing clusters of COVID-19 cases from occurring within the company, and engage in efforts to keep employees safe and healthy.

### Safety Management

#### Disaster Management

The Group carries out systematic disaster management activities to ensure every employee is safe in the event of an emergency.

The fiscal 2020 comprehensive evacuation drill was conducted during the COVID-19 pandemic, but since a disaster can occur even in a pandemic, we carried out the drill considering evacuation methods that incorporate measures to prevent infection.

The first ones to respond in an emergency are local fire brigades. Around 100 employees from Toyama Technology & Manufacturing Center and about 20 from the Tokyo head office are active members of the local fire brigade.

All new employees at Toyama Technology & Manufacturing Center are expected to join the fire brigade. They learn what to do to prepare for and respond to disasters through monthly drills, and are trained to play an active role in disaster response measures outside the company as well, which includes assisting in evacuations, fire-fighting, first-aid, and calling for help.

#### Number of work accidents

(domestic Group employees and temporary workers)

Lost-time work accidents: 4 or more days of missed work

Note: This does not include commuting accidents.

Calendar year	2018	2019	2020
No lost time	3	4	3
Lost time	4	1	1
Total	7	5	4

#### Frequency rate of work accidents

(domestic Group employees and temporary workers)

Number of work accidents resulting in one or more lost days of work / Total number of working hours x 1 million hours

Note: This does not include commuting accidents.

(accidents)

2018	2019	2020
1.72	0.51	0.09

#### Number of occupational deaths (the Group, by region)

Calendar year	2018	2019	2020
Japan	0	0	0
Asia (excluding Japan)	0	0	0
Americas, Europe, and others	0	0	0
Total	0	0	0