

## HR data

GRI 102-7, 8, 41, 401-1, 3, 404-1, 405-1

Figures for each fiscal year are recorded on March 31

Item	Unit	FY2018	FY2019	FY2020	FY2021	FY2022		
Permanent employees	Non-consolidated	Male	12,926	13,098	13,356	13,418	33,467	
		Female	1,814	1,905	1,987	2,073	4,377	
		Ratio of women	12.3	12.7	13.0	13.4	11.6	
	4 companies	Male	36,966	38,618	41,505	41,687	38,564	
		Female	4,178	4,552	5,123	5,264	4,943	
		Ratio of women	10.2	10.5	11.0	11.2	11.4	
	Global	Male	-	-	-	84,410	84,307	
		Female	-	-	-	18,762	18,428	
		Ratio of women	-	-	-	18.2	17.9	
	Permanent employees by age group	Non-consolidated	Aged under 30	-	-	-	-	8,931
			Aged 30 to under 50	-	-	-	-	22,442
			Aged 50 and over	-	-	-	-	6,471
		4 companies	Aged under 30	-	-	-	-	10,948
			Aged 30 to under 50	-	-	-	-	26,280
			Aged 50 and over	-	-	-	-	8,081
Ratio of mid-career employees among permanent employees	Non-consolidated	Male	2,901	2,968	3,032	3,034	10,802	
		Female	607	653	659	691	1,270	
		Ratio of mid-career employees	24.7	25.1	24.6	24.0	32.0	
	4 companies	Male	-	-	-	-	12,450	
		Female	-	-	-	-	1,433	
		Ratio of mid-career employees	-	-	-	-	31.9	
Employees* <sup>1</sup>	Aisin (on a non-consolidated basis)	14,740	15,003	15,343	15,491	37,844		
	4 group companies	41,144	43,170	46,628	46,951	43,507		
	Aisin (on a global basis)	-	-	-	118,359	117,177		

The four companies for FY2022: Aisin, Aisin Takaoka, Aisin Chemical, and ADVICS

The five companies in and before FY2021 = Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, and ADVICS

\*1 The number of employees is the number of employees (excludes employees seconded from outside the company, but includes employees seconded from outside the company to Aisin. Information disclosed in securities reports)

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Item	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	
Regular recruitment	General administrative positions	Male	25	19	16	19	8
		Female	8	9	8	10	8
		Ratio of women	24.2	32.1	33.3	34.5	50.0
	General technical positions	Male	111	105	135	106	114
		Female	14	13	12	14	15
		Ratio of women	11.2	11.0	8.2	11.7	11.6
	Skilled positions	Male	246	225	332	250	151
		Female	30	35	75	54	32
		Ratio of women	10.9	13.5	18.4	17.8	17.5
	Practical positions	Male	0	0	0	0	0
		Female	17	18	14	13	1
		Ratio of women	100.0	100.0	100.0	100.0	100.0
	General administrative positions	Male	59	63	57	40	16
		Female	27	26	30	20	12
		Ratio of women	31.4	29.2	34.5	33.3	42.9
	General technical positions	Male	309	290	404	251	153
		Female	38	35	39	27	24
		Ratio of women	11.0	10.8	8.8	9.7	13.6
Skilled positions	Male	938	1,008	1,388	754	304	
	Female	191	214	362	146	72	
	Ratio of women	16.9	17.5	20.7	16.2	19.1	
Practical positions	Male	0	2	0	0	2	
	Female	33	30	27	17	1	
	Ratio of women	100.0	93.8	100.0	100	33.3	
Hiring of midcareer employees	Ratio of mid-career employees hired	Male	158	152	127	138	79
		Female	33	44	31	49	14
		Ratio of women	17.3	22.4	19.6	26.2	15.1
	4 companies	Ratio of mid-career employees	29.8	31.6	21.1	28.6	28.3
		Male	199	227	160	168	114
		Female	42	49	38	54	18
	4 companies	Ratio of women	17.4	17.8	19.2	24.3	13.6
		Ratio of mid-career employees	13.1	14.3	7.9	15.0	18.4

Item	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	
Investment in employees	Annual hours of training per employee	Non-consolidated	-	39.6	40.9	56.3	39.7
		4 companies	-	32.0	31.3	38.8	38.5
	Total hours of employee training	Non-consolidated	-	562,179	627,637	872,787	1,503,028
		4 companies	-	1,308,015	1,399,237	1,784,911	1,750,754
	Annual days of training per employee	Non-consolidated	-	4.8	4.8	7.0	5.0
		4 companies	-	4.0	3.9	4.8	4.8
Total training expenditure	Non-consolidated	386,640,000	393,382,000	368,450,000	418,649,000	720,087,000	
	4 companies	-	-	-	-	977,405,174	
Fulfillment (engagement)	Job satisfaction (according to results of employee awareness survey)* <sup>2</sup>	Non-consolidated	3.5	3.4	3.5	3.5	3.4
		4 companies	-	-	3.4	3.4	3.4
	Turnover (resignation)	Non-consolidated	1.0	1.2	1.3	1.3	1.8
		4 companies	1.2	1.3	1.8	1.6	1.8

\* Figures before FY2021 indicate the results of former Aisin Seiki for "Aisin only" and five Group companies.

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Item		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Ratio of female executives	Executives	Male	49	47	27	32	60
		Female	1	1	1	1	3
		Ratio of women	2.0	2.08	3.57	3.03	4.76
Ratio of female managers	Department heads	Male	484	515	539	546	1,157
		Female	5	8	13	17	25
		Ratio of women	1.02	1.53	2.36	3.02	2.12
		Male	1,468	1,552	1,639	1,710	3,314
Ratio of female team leaders	Section heads	Female	46	49	56	59	95
		Ratio of women	3.04	3.06	3.3	3.34	2.79
		Male	3,387	3,507	3,641	3,807	5,719
Ratio of female executives	Team heads	Female	151	166	175	200	229
		Ratio of women	4.27	4.52	4.59	4.99	3.85
		Male	153	144	128	122	130
Ratio of female managers	Executives	Female	1	1	1	1	5
		Ratio of women	0.65	0.69	0.78	0.81	3.7
		Male	1,215	1,276	1,378	1,409	1,440
		Female	5	8	13	21	27
Ratio of female team leaders	Department heads	Ratio of women	0.41	0.62	0.93	1.47	1.84
		Male	3,025	3,165	3,467	3,654	3,718
		Female	55	61	74	83	104
		Ratio of women	1.79	1.89	2.09	2.22	2.72
Ratio of female executives	Section heads	Male	-	-	-	-	6,793
		Female	-	-	-	-	255
		Ratio of women	-	-	-	-	3.62
Ratio of female managers	Team heads	Male	-	-	-	-	810
		Female	-	-	-	-	14
		Ratio of women	-	-	-	-	1.7
		Male	-	-	-	-	2,917
Ratio of female team leaders	Department heads	Female	-	-	-	-	148
		Ratio of women	-	-	-	-	5.1
		Male	-	-	-	-	6,241
		Female	-	-	-	-	459
Ratio of female executives	Section heads	Ratio of women	-	-	-	-	7.3
		Managers	2,003	2,124	2,247	2,332	4,591
		Male mid-career managers	427	496	558	596	1,156
		Female mid-career managers	11	14	18	21	32
Ratio of mid-career employees in management positions	Non-consolidated	Ratio of mid-career employees in management positions	21.9	24.0	25.6	26.5	26.0
		Managers	-	-	-	-	5,289
		Male mid-career managers	-	-	-	-	1,238
		Female mid-career managers	-	-	-	-	33
Ratio of mid-career employees in management positions	4 companies	Ratio of mid-career employees in management positions	-	-	-	-	24.0

## Diversity and inclusion

## HR data

Item	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	
Newly appointed managers	Non-consolidated	Male	-	-	-	361	
		Female	-	-	-	29	
		Ratio of women	-	-	-	7.44	
	4 companies	Male	-	-	-	425	
		Female	-	-	-	32	
		Ratio of women	-	-	-	7.00	
	Percentage of local employees among executives (vice president level and above) at overseas subsidiaries	Non-consolidated	-	32.9	32.6	38.2	35.4
		4 companies	-	33.8	33.2	35.6	35.6
	Ratio of union members at our group companies operating in countries with a union system	Of the 20 operating countries, 11 countries have a union system.	-	-	-	92.2	94.9
	Re-employment	Non-consolidated	Employees with advanced qualifications	76.6	76.9	73.3	75.3
Union members			71.9	81.2	83.2	75.8	85.4
Overall			73.9	79.7	79.4	75.6	84.6
4 companies		Employees with advanced qualifications	84.1	79.6	76.5	83.0	84.3
		Union members	85.9	81.3	89.5	80.6	84.3
		Overall	85.3	80.7	85.5	81.5	84.3
Hiring of employees with disabilities	Non-consolidated	Persons	227	236	244	296	687
		%	2.17	2.20	2.16	2.37	2.41
	4 companies	Persons	682	697	780	857	855
		%	2.10	2.14	2.16	2.32	2.50
	(Source: Statutory Employment Rates)	%	2.0	2.2	2.2	2.2	2.2
Employees receiving stress checks	Non-consolidated	%	96.1	95.5	93.2	91.6	86.1
	4 companies	%	97.1	97.4	95.2	94.7	87.5
Employees undergoing mental health training	Non-consolidated	Persons	150	144	198	330	144
	4 companies	Persons	-	303	404	801	336
Nonsmoking employees	Non-consolidated	%	69.2	69.3	71.7	71.8	68.4
	4 companies	%	64.9	65.0	66.5	67.6	68.3
Work hours	Non-consolidated	Hours	2,142	2,117	2,061	1,930	1,990
	4 companies	Hours	2,154	2,129	2,071	1,941	1,998
Paid leave taken	Non-consolidated	%	98.2	98.9	98.7	98.0	95.4
	4 companies	%	93.8	95.7	95.9	95.6	95.3
Average number of years worked	Non-consolidated	Male	16.9	16.1	16.2	16.5	16.2
		Female	13.4	12.8	12.9	13.1	12.7
		Overall	16.4	15.7	15.8	16.0	15.8
	4 companies	Male	15.1	14.9	15.3	15.6	16.5
		Female	10.2	9.9	10.4	10.8	11.7
		Overall	14.6	14.4	14.8	15.0	16.0

## HR data

Item	Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees using parental leave systems	Male	25	35	50	66	229
	Female	132	103	118	91	239
	Total	157	138	168	157	468
Number of male employees whose spouse just went through childbirth	Persons	654	585	576	543	1,335
Ratio of male employees using parental leave systems	%	3.8	6.0	8.7	12.2	17.2
Average number of days of parental leave taken by male employees	Days	-	-	-	63.1	72.8
Ratio of male employees using parental leave systems (Official leave S [to attend their wife's baby birth/raise children] and Anshin [secured] holidays [to attend their wife's baby birth])	Persons	-	-	-	386	897
Ratio of male employees using parental leave systems (Official leave S [to attend their wife's baby birth/raise children] and Anshin [secured] holidays [to attend their wife's baby birth])	%	-	-	-	71.1	67.2
Ratio of achieving the target of ensuring that all male employees with a baby take paternity leave *Parental leave and other forms of leave to raise children (official leave S and Anshin [secured] holidays)	%	-	-	-	100.0	100.0
Average number of days taken for male employees using parental leave systems (Official leave S [to attend their wife's baby birth/raise children] and Anshin [secured] holidays [to attend their wife's baby birth])	Days	-	-	-	4.0	2.8
Number of employees using parental leave systems	Male	48	69	118	173	285
	Female	412	386	439	333	321
	Total	460	455	557	506	606
Number of male employees whose spouse just went through childbirth	Persons	-	-	-	-	1,594
Ratio of male employees using parental leave systems	%	-	-	-	-	17.9
Average number of days of parental leave taken by male employees	Days	-	-	-	-	72.4
Ratio of male employees using parental leave systems (Official leave S [to attend their wife's baby birth/raise children] and Anshin [secured] holidays [to attend their wife's baby birth])	Persons	-	-	-	-	1,123
Ratio of male employees using parental leave systems (Official leave S [to attend their wife's baby birth/raise children] and Anshin [secured] holidays [to attend their wife's baby birth])	%	-	-	-	-	70.5
Ratio of achieving the target of ensuring that all male employees with a baby take paternity leave *Parental leave and other forms of leave to raise children (official leave S and Anshin [secured] holidays)	%	-	-	-	-	100.0
Average number of days taken for male employees using parental leave systems (Official leave S [to attend their wife's baby birth/raise children] and Anshin [secured] holidays [to attend their wife's baby birth])	Days	-	-	-	-	2.9
Number of employees working reduced hours to accommodate childcare	Male	133	129	153	118	427
	Female	333	346	409	409	837
	Total	466	475	562	527	1,264
4 companies	Male	161	149	190	162	453
	Female	691	728	848	907	974
	Total	852	877	1,038	1,099	1,427
Number of employees using family-care leave support systems	Male	10	8	1	2	10
	Female	3	6	5	4	3
	Total	13	14	6	6	13
4 companies	Male	14	12	11	6	12
	Female	6	8	16	12	4
	Total	20	20	27	18	16

## HR data

### Career support for female employees

Measure	Description
Kirari project to support women in the workplace	A working group involving all job types (management, administrative, technical, skilled and practical positions), led by our executive vice president. Feedback from local employees is sought and reflected in our measures (building of infrastructure, awareness raising, systemic improvements, etc.).
Ikubosu Academy	A program in which managers learn about the principles of diversity and inclusion and the unique qualities that women bring to management positions, gain an understanding of health issues and learn through experience about how to support their female employees and get the best from them.
Ikubosu Exam	An online test for all managers to promote understanding of diversity and inclusion.
Trailing Spouse Leave System	A leave system for employees who cannot continue to work because they accompany their spouse transferred to a new position.
Career Comeback System	A system for rehiring employees who leave their company for unavoidable reasons, such as raising children and caring for a family member.
Awareness-raising Talks and Networking Events	Periodical talks and networking events to raise awareness among employees and supervisors about various topics.
Seminars before Maternity Leave and Parental Leave	Seminars for employees to mentally prepare for life as working parents, think about what they can do during their leave, and get an idea of their work format and career plan after they return to work.
Return Support Seminar	E-learning seminar for employees to think together with their spouse during their parental leave about how they will share housework and childcare duties after returning to work and how they will balance work with their home lives.
Individual Training for Prospective Managers	Experience-based program to train manager candidates in a well-planned manner.
Career Mentor System (for managers and general qualified personnel)	A system in which employees who are concerned about how to balance their careers and home life can receive advice from a more experienced employee.
Career Declaration System	A career development system in which employees create a medium- to long-term career and life plan for themselves and have a meeting with their supervisor.
Career Development Training	Support program so that employees can develop their careers.
Position Change System	A system presenting employees with various career options.
Inhouse Nurseries	We have two in-house nurseries. The Toyota Group's nurseries are also available.
Mama, Papa, Ikubosu Guide (a guidebook on balancing work and home life)	We issue this guidebook to help employees balance work with raising children or caring for a family member.
Femtech program	A program that uses technology to solve women's health issues (menstruation, fertility, menopause) (Online consultation, prescription, etc.)
Various work systems	Teleworking, parental and paternity leave, Anshin (secured) holidays, reduced working hours, flex time (no core hours, 3 months), support for employees receiving fertility treatment, etc.