

## Human Resource Management

**Our Basic Stance**

Our employees constitute the fundamental component supporting the Kawasaki Group's product technologies and the success of the projects it undertakes.

Therefore, Kawasaki sees employees as its most important asset for achieving its Group Mission—"Kawasaki, working as one for the good of the planet"—and business targets.

With this in mind, our Mission Statement enshrines the Kawasaki Group Management Principles, which state that "The Kawasaki Group's corporate culture is built on integrity, vitality, organizational strength and mutual respect for people through all levels of the Group. We nurture a global team for a global era." Specifically, in line with the core principle of respect for the life and health of human beings, we strive to create environments where diverse human resources are able to energetically work with a sense of pride, safety and security.

**Structure****● Personnel-related Structures**

Company-wide policies on human resource development and utilization with significant potential impact on corporate management are discussed and reviewed at the Company-wide HR Committee. With the president as its presiding officer, the Company-wide HR Committee comprises primarily internal company presidents. The committee discusses and reviews matters regarding 1) cultivating corporate managers, 2) the application of human resources in key strategies and 3) the assignment of human resources to new business and new product operations.

In addition, the Head Office Human Resources Division maintains various meetings and committees in which division managers in charge of human resources and labor at the internal companies and business divisions convene to gather views and opinions on the drafting of detailed of human resource initiatives and communicate Company-wide policies.

**● Human Resource Committees and Meetings**

Body	Purpose	Attendees	Meeting frequency
Company-wide HR Committee	To discuss and consider Company-wide policies on human resource development and related matters with the potential to significantly impact corporate management	<ul style="list-style-type: none"> <li>• President, Vice President, and Internal Company President</li> <li>• General Manager of the Corporate Technology Division</li> <li>• General Manager of the Corporate Planning Division</li> <li>• General Manager of the Head Office Human Resources Division</li> </ul>	As needed
Meeting of managers in charge of personnel & labor administration sections*	To share information on policy and operations related to personnel & labor administration	<ul style="list-style-type: none"> <li>• The Head Office Human Resources Operation Department (host)</li> <li>• Managers of personnel &amp; labor administration sections of internal companies and business divisions, and offices</li> <li>• Managers of personnel &amp; labor administration section of Group companies</li> <li>• Related departments</li> </ul>	Four times a year
Meeting of managers in charge of human resources	To exchange views about and discuss the operations of human resource departments	<ul style="list-style-type: none"> <li>• The Head Office Human Resources Department (host)</li> <li>• Managers of personnel &amp; labor administration sections of internal companies and business divisions, and offices</li> </ul>	As needed (approximately twice a year)
Meeting of managers in charge of human capital development	To exchange views about and discuss the operation of human capital development departments	<ul style="list-style-type: none"> <li>• The Head Office Human Capital Development Department (host)</li> <li>• Managers in charge of human capital development of internal companies and business divisions, and personnel &amp; labor administration section of offices</li> <li>• Managers of human capital development sections of the Group companies</li> </ul>	Twice a year
Meeting of managers in charge of labor administration	To exchange views about and discuss the operation of labor administration departments	<ul style="list-style-type: none"> <li>• The Head Office Labor Administration Department (host)</li> <li>• Managers of personnel &amp; labor administration sections of internal companies and business divisions, and offices</li> </ul>	Twice a year
Meeting of managers in charge of safety & health management	To exchange views about and discuss the operation of safety & health management departments	<ul style="list-style-type: none"> <li>• The Head Office Safety &amp; Health Management Department (host)</li> <li>• Managers of the safety &amp; health management section of each business location</li> </ul>	Four times a year

\* Meetings of managers serve as venues for discussion, while the Company-wide Meeting of the Head Office Human Resources Division serves as a venue for sharing information and communicating policy.

- **Responsible Officers**

Kouzou Tomiyama, Executive Officer, General Manager, Human Resources Division  
 Company-wide HR Committee: Yasuhiko Hashimoto, Representative Director, President and Chief Executive Officer  
 Other various HR meeting bodies: Managers from the Head Office Human Resources Division

- **Responsible Executive Organ and/or Committee**

Company-wide HR Committee

### Vision for Our People and Organization under the MTBP 2019

In line with the MTBP 2019, we have identified a vision for our people and organization as described below. This vision is aimed at making effective use of human resources with an eye to total business portfolio optimization, maximizing results by improving productivity and realizing value creation by bringing together diverse insights.

- **Respond to changes in the environment by proactively changing and continuously taking on new challenges**

- **Implement effective ways of working to maximize results**

- **Realize self-directed, strong individuals and dynamic, cohesive organizations**

To achieve this vision, we will rally wide-ranging efforts, including human resource strategies, to transform the Company organization and culture in addition to implementing K-Win Activities (short for Kawasaki Workstyle Innovation Activities) and promoting diversity.

For the detail of K-Win Activities, please refer to Work-Life Balance [▶](#) (page 89) under the section titled Securing and Retaining Human Resources.

### Human Resource-Related Priority Issues to Be Addressed in K-Win Activities

- **Organizational Transformation: Reconstruct cross-organizational functions and management systems for total optimization**

- Develop succession plans for the next generation of management leaders

For more details, please refer to Human Resource Development [▶](#) (page 79).

- **Mindset Transformation: Establish a culture to face evolving challenges**

- Promote diversity to foster open communication incorporating diverse insights and human resources from in and outside the Company
- Establish personnel systems to emphasize speed and positive, ambitious change

**[Example Initiatives]**

- Enabling greater Company-wide mobility of human resources and the mingling of insight from in and outside the Company
- Checking organizational soundness using surveys and promoting intra-workplace communication using organizational development methods
- Building relationships of trust between managers and subordinates through one-on-one meetings and promoting appropriate career formation
- Developing a corporate culture that promotes taking on challenges and learning from failure

For more details, please refer to Diversity [▶](#) (page 72) and Securing and Retaining Human Resources [▶](#) (page 84).

- **Operational Transformation: Make structures leaner through effective, efficient business operations**

Standardize and concentrate operations to increase quality and speed

**[Example Initiatives]**

- Workstyle reforms and initiatives to analyze and improve work processes
- Digitize and streamline administrative work, such as accounting and personnel functions
- Improving workplace environments by introducing remote work systems
- Improving efficiency of email and meetings

For more details, please refer to Securing and Retaining Human Resources [▶](#) (page 84).

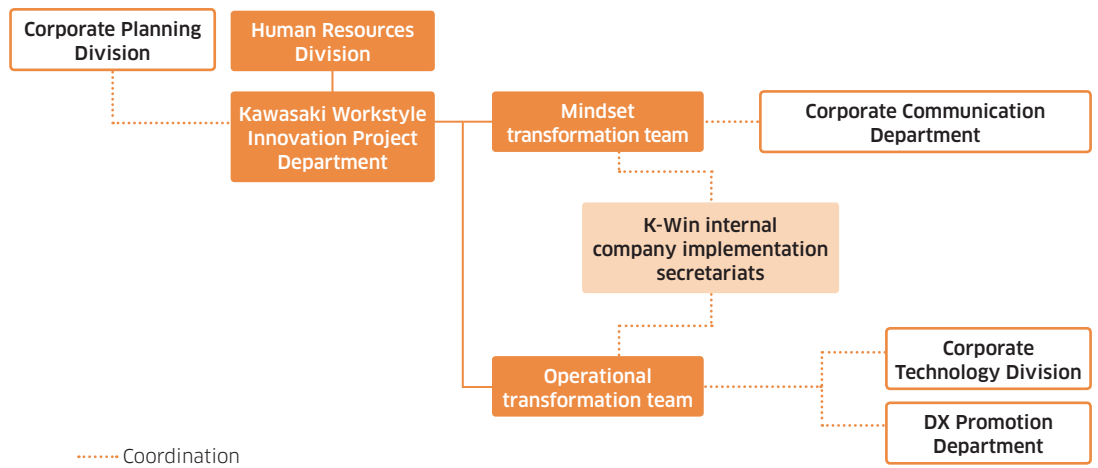
**Structure**

We have formed an Implementation Secretariat for K-Win Activities, primarily comprising the Human Resources Division’s Kawasaki Workstyle Innovation Project Department. Two teams operate under the Implementation Secretariat: a mindset transformation team and an operational transformation team. These teams are responsible for the following activities:

- Mindset transformation team: Promoting awareness of the Group Vision 2030, fostering exchange in and outside the Company to promote the diversity of knowledge, nurturing a culture of encouraging taking on challenges and acknowledging and learning from failure, and building an open organizational and corporate culture
- Operational transformation team: Realizing new workstyles for the “new normal,” the world with COVID-19, increasing productivity (promoting effective work methods in terms of maximizing results and judicious task selection, and promoting efficient work methods in terms of minimizing required inputs)

Additionally, implementation secretariats have been established at the internal companies and works to promote workstyle reforms across the Company. The Head Office K-Win Implementation Secretariat and the implementation secretariats at internal companies and works hold the Company-wide K-Win Implementation Secretariat Conference to share information and promote workstyle reform implementation.

**K-Win Implementation Structure**



● **Responsible Officer**

Takaaki Kitabayashi, Manager, Kawasaki Workstyle Innovation Project Department, Human Resources Division

● **Responsible Executive Organ and/or Committee**

K-Win Activities Implementation Secretariat

 **Kawasaki Report 2019- Human Resource Strategies and Transforming the Company Organization and Culture/K-Win Activities**  
[https://global.kawasaki.com/en/corp/sustainability/report/environmental/pdf/19\\_houkokusyo\\_19.pdf](https://global.kawasaki.com/en/corp/sustainability/report/environmental/pdf/19_houkokusyo_19.pdf)

**Kawasaki Report 2020- Special Features Human Resources Strategies**  
[https://global.kawasaki.com/en/corp/sustainability/report/2020/pdf/20\\_houkokusyo\\_13.pdf](https://global.kawasaki.com/en/corp/sustainability/report/2020/pdf/20_houkokusyo_13.pdf)