

S Activities by a Diverse Array of People

Launch of Talent Management System

SKY Perfect JSAT believes that people-to-people dialogue is a key component of talent cultivation. This is because improving organizational productivity and delivering results are founded on taking interest in others and building relationships based on mutual respect, and maintaining psychological safety in the organization. Since fiscal 2019, we have been offering communication training and the lecture on "1-on-1" to draw out the individual strengths of managers and build up their management skills. In addition, we have been conducting career development programs and career development interviews that create opportunities for employees to reflect on their own careers. In fiscal 2021, we introduced the talent management system designed to manage information about employees' capabilities, qualifications, talents, skills, and experiences in one place.

By leveraging technology to visualize what our human resources have and using our management skills to unlock individuals' abilities, we promote strategic allocation of human resources as well as talent management for the development of human resources in order to become a company where its employees work with enthusiasm.

Employee data		(SKY Perfect JSAT Corporation only)		
		End-March 2019	End-March 2020	End-March 2021
Number of employees*1	Female	148	151	155
	Male	500	516	513
	Total	648	667	668
Average Age of Employees	Female	41.3	41.4	41.5
	Male	44.9	44.9	45.2
	Total	44.1	44.2	44.3
Average Years of Employment	Female	14.2	14.5	15.0
	Male	16.8	16.9	17.2
	Total	16.2	16.4	16.6
Rate of Mid-career Recruitment (%)		21.1	37.4	24.0
Rate of Return to Work from Parental Leave (%)		100.0	100.0	100.0
Employee Turnover Rate (%) ¹²	Including Retirements	3.7	2.8	3.7
	Excluding Retirements	2.4	2.3	2.7
Rate of Disabled in the Workforce (%) ¹³		2.4	2.7	2.5
Number of Female Managers ⁴		28	26	30
Percentage of Female Managers (%) ⁵		9.7	8.9	10.2
Percentage of Annual Leave Taken by Employees (%) ⁶		72.2	67.7	46.7
Average number of hours worked overtime ⁷		36.9	35.4	40.6

*1 Regular employees (Based on total employment including temporarily transferred employees)

*2 Regular employees (Based on total employment) Number of resignations from the end of the previous fiscal year until the day before the end of current fiscal year ÷ total employment as of the end of the previous fiscal year.

*3 In accordance with legal calculation (Based on total direct employment)

*4 Regular employees in managerial positions (Based on total employment)

*5 Female employees in managerial positions ÷ Total employees in managerial positions (Based on total employment of regular employees)

*6 Number of paid leave days taken per annum ÷ number of paid leave days granted at the beginning of the fiscal year (maximum 24 days) (Annual paid leave of maximum 48 days including unclaimed paid leave carried forward from the previous fiscal year)

*7 Regular working hours = 7 hours, Overtime working hours = a total of overtime working hours in weekdays and working hours in holidays - (Days of compensatory leave taken x 7 hours)

Promotion of Diversity Management

SKY Perfect JSAT promotes organizational administration that takes advantage of diverse human resources and values. As part of this endeavor, diversity management training for managers was held online in fiscal 2020.

We have also partnered with an indoor farm that provides employment assistance for people with disabilities in Kumamoto since 2021 to create job opportunities as part of our efforts toward diversity and inclusion/diverse ways of working as well as regional revitalization. Harvested vegetables are regularly sent to the head office, creating new opportunities for new communication with head office employees.

Promoting Health and Creating a Safe and Secure Workplace

We promote activities to enhance employees' health and create safe and secure workplaces so that each employee maintains good physical and mental health and delivers the best possible performance. These activities are designed around the three themes shown below.

Improving employees' health literacy

Since 2018, we have regularly held in-house seminars called Smile Seminars that deal with topics selected in light of physical and mental health according to our employees' health issues and needs. We also offer workshop opportunities concerning self-care, coupled with care that should be provided by supervisors, by providing information about occupational health and health education, along with group training for employees.

Promoting actions for health management and maintenance

Our Health Management Office administers health management activities led by the occupational health and health management staff. We have been increasing the number of healthcare facilities available to our employees for health checkups since fiscal 2021, thereby making it easier for employees to receive checkups and health screening, and maintaining the high percentage of employees who receive these health exams. We also actively encourage employees who need re-checkup to receive necessary examinations (a system that covers part of the expense is available). To help employees maintain good mental health, we promote the creation of workplaces based on the results of organizational diagnosis after stress level tests. Furthermore, we have the Employee Assistance Program (EAP) run by an external specialist body, in addition to our in-house counseling services. The EAP is available to our employees and their families 24 hours a day. Our in-house massage room "Healing Space," which opened in



2018 as part of our welfare program, donated its proceeds consisting of fees paid by our employees to Japan Braille Library.

Identifying an accurate picture of employees' work

The Health and Safety Committee receives reports regarding long working hours and the number of counseling sessions by occupational health physicians in order to discuss urgent issues, such as problems in remote work.

Diverse Work Styles

In response to the Council for the Realization of Work Style Reform proposed by the Cabinet Office, SKY Perfect JSAT has positioned improvement of productivity of each employee as an important theme and is facilitating a flexible work style as means to realize this. Specifically, the Company reviewed its operational system based on the business continuity plan (BCP) prior to the Japanese government's declaration of a state of emergency in April 2020 due to the spread of COVID-19 and introduced telework (working from home) for all its officers and employees, in principle. As a result, our initiatives for diversification and improvement of work styles were recognized, and SKY Perfect JSAT Corporation was included among the 100 Telework Pioneers for fiscal 2020 commended by the Ministry of Internal Affairs and Communications. While new lifestyles are becoming the norm amid the COVID-19 pandemic, we are continuously reviewing our personnel system, including abolition of residential restrictions and easing of the conditions for side business so as to enable diverse work styles unconstrained by time and location and further improve productivity.

In addition, SKY Perfect JSAT is implementing its General Business Operator Action Plan formulated in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. Our efforts to encourage male employees to take child care leave, along with career training for all officers and employees with children, earned recognition. In 2013, we received the Kurumin certification for the first time from Tokyo Labor Bureau, and have continued to be certified since.

Moreover, SKY Perfect JSAT has established a General Employer Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace, which came into force in April 2016. Additionally, in response

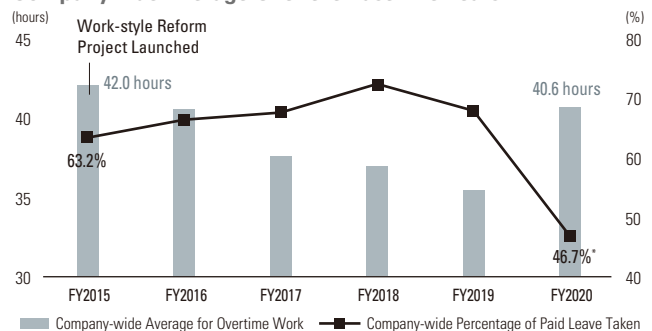
to the revisions of the Child Care and Family Care Leave Law in 2017, we amended the Child Care Leave Regulation and Family Care Leave Regulation. We are creating an environment in which employees can fully demonstrate their abilities, balancing work and family while raising children and providing nursing care. The return rate from childcare leave is 100%. In order to create an environment that makes it easier for employees returning to work to overcome time constraints, we expanded measures such as shortened working hours for childcare and subsidizing babysitting usage fees. In 2020, we also held training for managers who are supervising employees with young children. The training increased managers' understanding of how to engage with and support their team members who are on childcare leave or who are balancing work and child raising.



At the same time, as part of our operational reforms, we are enhancing RPA and promoting non-paper meeting materials, as well as encouraging employees to take paid leave on certain days to enhance their work-life balance.



Overtime Work and Percentage of Paid Leave Taken Companywide Average Over the Past Five Years



* The acquisition rate will decline in FY2020 due to the impact of the Corona disaster.

SKY Perfect JSAT's Action Plan Based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace

Period	Goal	Description
2020/4/1–2025/3/31	(1) Increase ratio of teleworking and remote working from the current 42% to 80% and establish flexible work styles. (2) Maintain a 100% return-to-work rate after maternity or childcare leave. (3) Provide education and training to support women's career development at least three times within the Action Plan period.	(1) Develop and provide an environment and system that facilitate teleworking and remote working. (2) Have career consultants hold career consultations with employees returning to work after childcare leave. (3) Conduct diversity and career development support education for top and middle management.