

# Initiatives to Enhance the Value of Human Capital

We believe that each employee's ability to maximize their potential and fully demonstrate their capabilities leads to sustainable personal and organizational growth. We will foster an organizational culture in which diverse human resources can play an active role.

## Message from Operating Officer

As stated in our Management Philosophy, "we create a fulfilling life for our employees," Nihon Kohden values the people working within its organization as essential assets, considering them "human resources." Therefore, I believe it is my role to foster a corporate culture where each employee can maximize their potential, fully utilize their abilities, and grow into individuals who take pride in contributing to healthcare.

In FY2023, we introduced a role-based personnel system for general employees, establishing a foundation where each employee can actively engage in their work towards their career goals and be appropriately evaluated. Additionally, we strengthened our efforts in talent development and fostering organizational culture based on the Core Values, which represent the shared values of all employees worldwide and are fundamental to achieving our Long-term Vision.

By further strengthening our efforts, we will build a foundation for the Nihon Kohden Group to achieve sustainable development and competitiveness. Together, we will strive to achieve our Management Philosophy and Long-term Vision.



**Kenji Furukawa**  
Senior Operating Officer,  
Chief Human Capital Officer,  
General Manager of Human  
Resources Development  
Operations,  
General Manager of Human  
Resources Department

## Basic Approach to Human Resource Development

In an ever-changing medical environment, Nihon Kohden strives to become the beacon that lights the path forward to the future of people and healthcare around the world through creating new values with the philosophy we have upheld since our founding. With strong passion in our hearts, Nihon Kohden aims at realizing our Long-term Vision for 2030. Human resources are essential for realizing our Long-term Vision and the source of value creation for Nihon Kohden. We will recruit human resources who share Nihon Kohden's Management Philosophy and Long-term Vision, and embody its Core Values (Integrity, Humbleness, Diversity, Initiative, Customer centric, Goal oriented, Creativity). We will also endeavor to create environments that foster employees with high ethical standards, ambition, curiosity, and empathy who can autonomously and continuously grow and undertake the challenges of new value creation.

The Core Values Award in FY2023 provided opportunities to relate Core Values to individual tasks. When we solicited episodes embodying the Core Values in business operations, we received numerous stories that revealed activities conscious of these Core Values across all areas of work, including customer interactions, product development efforts, and production sites. These episodes have become valuable examples showing how employees incorporate value standards into their daily tasks.

One of material issues for sustainability to realize our Long-term Vision is to "Foster a corporate culture of pride in contributing to healthcare," and we have set "Develop human resources who can succeed globally" as a KPI for this in the previous Three-year Business Plan. We set the target at 45 hours or more of education per person for a cumulative total of 3 years. The results in FY2021, FY2022 and FY2023 were 18.6 hours, 18.2 hours and 24.4 hours per person, respectively and 61.2 hours of education per person for a cumulative total of 3 years. A total of 538\* people attended leadership training in FY2023.

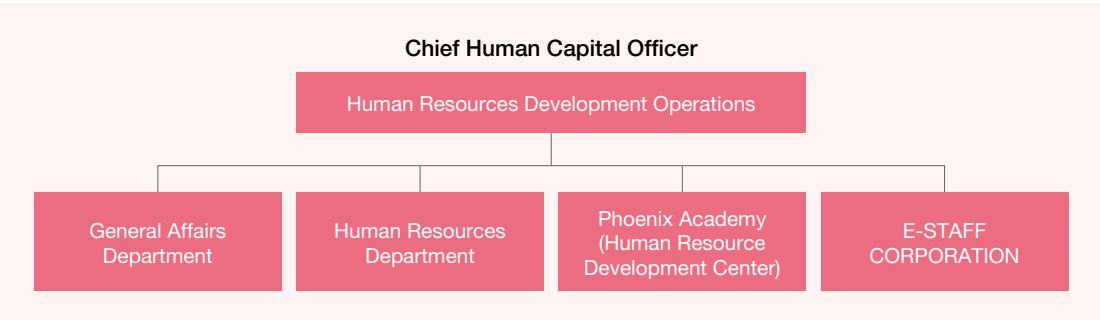
\* Total of participants in training for senior managers, managers, assistant managers, candidates for manager

Initiatives to Enhance the Value of Human Capital

Human Resource Management System

With the introduction of the CxO framework in April 2024, Nihon Kohden appointed a Chief Human Capital Officer to oversee human resource development across the entire Nihon Kohden Group and established the Human Resources Development Operations, which comprises the General Affairs Department, the Human Resources Department, the Phoenix Academy (Human Resource Development Center), and E-STAFF CORPORATION. The Human Resources Department is responsible for comprehensive talent strategies and specific initiatives for diversity and inclusion. The Phoenix Academy (Human Resource Development Center) handles the dissemination of our Core Values and overall employee education. In promoting health management of employees, the General Affairs Department, the Human Resources Department, and E-STAFF CORPORATION collaborate closely.

Structure of Human Resource Management Promotion System



For details on human resources development, diversity and inclusion promotion, and work-life balance, please refer to our website.

<https://www.nihonkohden.com/sustainability/engagement/employees.html>



Targets and Results for Ensuring Diversity in Core Human Resources

	Current status (As of March 31, 2024)	Target	Achievement period
The ratio of female managers*1	8.1%	12% or more	April 2026
The ratio of male employees taking childcare leave*1	51.4%	30% or more	Maintain the current status
Appointment of female directors, management operating officers, and operating officers*2	2 female directors,*4 2 female operating officers	4 persons or more	Maintain the current status
The ratio of female directors, management operating officers, and operating officers*2	14.3% *4	30% or more	End of June 2030
The ratio of foreign nationals in CxO*3 or higher positions at overseas subsidiaries	51.6%	50% or more	Maintain the current status
The ratio of mid-career hires in management positions*1	45.7%	40% or more	Maintain the current status

\*1 Employees at the parent company and domestic sales branches.

\*2 Directors, management operating officers, and operating officers at the parent company.

\*3 C-suite such as CEO, COO, CTO, CFO.

\*4 As of June 30, 2024.

Differences in Wages between Male and Female Workers

Ratio of Women's Wages to Men's Wages in FY2023

Total workers	71.1%
Permanent employees	73.7%
Part-time and fixed-term contract employees	100.0%

\* Parent company only. The figure is calculated in accordance with the provisions of the "Act on the Promotion of Women's Participation and Advancement in the Workplace" (Act No. 64 of 2015).

There are no gender differences in the Company's wage structure or system. However, there are differences between men and women in terms of job classifications and management ratios, resulting in differences in wages. In order to realize the Company's goal of "an organization where each individual can maximize their potential and fully demonstrate his/her full potential," we will work on measures to promote diversity & inclusion, such as increasing the ratio of female managers.

## Initiatives to Enhance the Value of Human Capital

### International Training Program

The International Training Program is a program designed to provide employees with the experience, knowledge, and adaptability they will need to be successful globally. Through the program, we provide employees with the opportunities for long-term study at overseas language schools, on-the-job training at overseas offices, practical training at overseas research institutions or companies, and study at overseas universities or research institutions. Due to the COVID-19 pandemic, the program was not implemented temporarily, but resumed in FY2022. In FY2023, five employees studied at overseas language schools or received on-the-job training at overseas offices for about 9 months.

As of March 2024, 24 foreign employees work at offices in Japan, and 46 Japanese employees\* work at overseas offices.

We will continue to expand and enhance this program to develop more global human resources with even more advanced skills.

\*Excluding Japanese employees hired locally.

### Voice

#### Nihon Kohden's contribution to global medical care I experienced through the International Training Program (Overseas Challenge Program)

I joined Nihon Kohden with the desire to deliver technologically advanced products with global competitiveness to as many people as possible. While working in sales for IT system products in Japan, I learned the importance of not only understanding the products but also grasping their operation and potential needs at the customer's site and proposing solutions in collaboration with them. This experience inspired me to apply for the training to support promotional activities in overseas markets.

During my training at Nihon Kohden Europe, I experienced firsthand the diverse needs arising from European laws, regulations, language, and cultural differences. I deepened my understanding of how we can solve problems with our overseas customers through our products.

Additionally, I realized the importance of creating a conducive work environment and providing appropriate support for local staff.

With a constant focus on what Nihon Kohden can achieve as a medical equipment manufacturer, I will continue to work diligently to contribute to solving the medical issues faced by many of our customers.



**Misuzu Hamano**

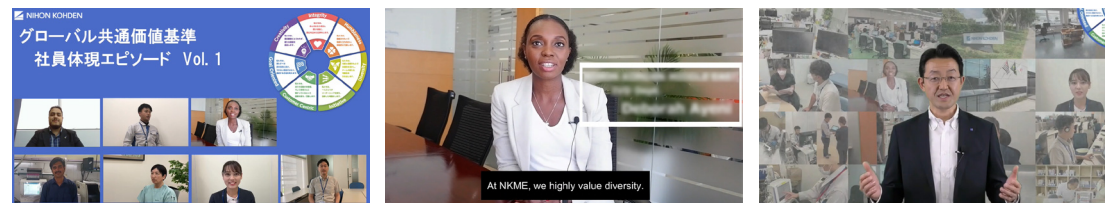
Nihon Kohden Europe  
GmbH

## Initiatives to Enhance the Value of Human Capital

### ■ Spread of Management Philosophy and Core Values at Overseas Subsidiaries

We believe that it is important for employees of the Nihon Kohden Group with different backgrounds from various cultures and languages around the world to act in accordance with common goals and Core Values. Nihon Kohden provided educational materials to the entire Group and started an education program about its Management Philosophy throughout the Group in 2019. By systematically learning about the history of the company's foundation and Management Philosophy, it provides an opportunity to deepen their understanding and appreciation of the Company culture and recognize the value and meaning of their jobs. To promote the understanding and implementation of the newly established Core Values, Nihon Kohden has developed various unique measures in each country since 2021, aiming to instill Nihon Kohden's DNA.

The Global HR meeting has also been held biannually, bringing together human resources and education managers from each Group company to share each country's unique measures for spreading the Management Philosophy and Core Values, as well as to discuss new employee training, the fostering of corporate culture, measures to improve employee engagement and other issues. In December 2022, Nihon Kohden established the Core Values Promotion Project in Japan through an internal open recruitment system. The project members from various divisions and job categories studied "how to help employees around the world understand and practice the Core Values," and developed measures to achieve this goal. Globally, we have produced and distributed videos featuring executives and employees sharing episodes that embody the Core Values. Additionally, we conducted questionnaire surveys and distributed new dissemination tools to further embed the Core Values within the companies.



Videos sharing episodes that embody the Core Values

As a measure to strengthen governance in terms of human resources, we formulated the Global Human Resources Management Guidelines in March 2022. All Group companies follow the same policies and standards for personnel management to avoid personnel management risks. The Human Resources Department at the Nihon Kohden Head Office and the human resource managers of each Group company hold individual meetings so that each HR department can function effectively as a partner for the development of business activities. In addition to making improvements in areas that do not conform to these Guidelines, we will establish a structure for each HR department to collaborate on a global basis through regular communication.

### ■ Core Values



## Initiatives to Enhance the Value of Human Capital

### Diversity & Inclusion Promotion

#### Policy

By respecting diversity and creating a workplace environment in which each individual can demonstrate his/her full potential, we seek to improve job fulfillment, create new value, invigorate the organization, and enhance corporate value.

Nihon Kohden has established Diversity as one of its Core Values and promotes diversity & inclusion to realize its Long-term Vision, BEACON 2030. We develop the new potential of our teams by leveraging diversity based on empathy and trust. We respect the individuality of each person and strive to create workplace environment where a diverse range of people can work with vigor and enthusiasm, regardless of gender, age, disability, nationality, race, other diverse attributes, values, or work styles.



#### ■ Promotion of Women's Participation and Career Advancement

In accordance with Act on the Promotion of Women's Active Engagement in Professional Life, Nihon Kohden has formulated an action plan and promoted the development of a workplace environment in which women can play an active role. Nihon Kohden has also promoted initiatives to realize a comfortable and fulfilling work environment for not just women but all employees of Nihon Kohden, so that each employee can demonstrate their abilities to the fullest. We obtained the Women's Participation Promotion Act certification mark called Eruboshi from the Minister of Health, Labour and Welfare in 2021.



We formulated an action plan for 5 years from April 1, 2021 to March 31, 2026 and set a target of increasing the ratio of female managers to at least 12% and the ratio of male employees taking childcare leave to at least 30%.

With the new role-based (job-based) personnel system, we reviewed the role grades of managerial positions, primarily in the sales and service departments. As a result, the ratio of female managers in FY2023 was 8.1% in the parent company, which was a decrease of 0.5 points from the previous fiscal year. Female executives account for 14.3% of all executives, increased by 2.8 percentage points from the previous fiscal year (2 female outside directors and 2 female operating officers as of June 30, 2024). To encourage male employees taking childcare leave, in addition to awareness raising activities by utilizing the Company Newsletter, we have formulated and distributed a guidebook for male employees to help them balance childcare and work. We have also conducted individual consultations regarding childcare leave. Moreover, partial wage support is provided for the first month after the start of childcare leave from FY2022 to alleviate financial concerns during childcare leave. As a result of these efforts, the ratio of male employees taking childcare leave in FY2023 was 51.4%, far exceeding the Company's target. Additionally, we have introduced a spousal maternity leave system as our unique system to support male childcare, and the combined take-up rate of this system with childcare leave was 87.4%. We will continue to develop an environment where any employee who wishes to take childcare leave can do so, regardless of their workplace or job category.



## Initiatives to Enhance the Value of Human Capital

### ■ Women's Activity Promotion Program

To achieve a 12% ratio of female managers, in FY2023, we continued to implement the Women's Activity Promotion Program which started in FY2022. For female employees at the leadership level who are candidates for management positions, the program is designed to help think about their career development, including the option of management positions, by addressing time and physical factors related to childcare and other responsibilities and psychological factors related to job experiences and work environment. In FY2023, we expanded this program to include younger employees, aiming to help them balance work and personal life while developing their unique careers and leadership skills. For both programs, the guidance was also provided to the supervisors of the participants to actively involve them in supporting the career development of their subordinates.

### ■ Networking Events

In FY2021, we have established the Beacon Terrace, an employee exchange meeting led by female employees who volunteered to participate. By connecting employees across divisions, the Group aims to expand and improve their perspectives and strengthen their company network as well as co-create value in their respective work while fostering an organizational culture that encourages the active participation of diverse human resources.

In FY2023, we organized and held a total of four exchanges meetings, divided into two themes: "Products" and "Careers and Work Styles." In the exchange meetings themed around "Products," female employees from development, sales, and service roles shared their unique perspectives on product utilization and specifications, discussing potential new customer value the Company could offer. The meetings themed around "Career and Work Styles" provided opportunities for cross-functional understanding of various roles and for exchanging information on future career development within the same job categories.

In FY2024, we will continue to hold exchange meetings themed around "Products." The exchange meetings themed around "Career" will be partially integrated into a career education program for all employees.



A view of Beacon Terrace

### ■ Mentor System

Since FY2015, Nihon Kohden has established a mentoring program covering mainly newly appointed managers and other female employees in mid-career. Mentors with extensive knowledge and industry experience help them resolve career development issues and support their personal growth. The program aims to help expand female employees' horizons and strengthen their internal networks through dialogue with mentors, as well as develop their humanity, judgment, and leadership skills, and motivate them to set themselves more ambitious goals. The program has been expanded to include male employees since FY2021 to support the career development of a larger number of human resources.

## Initiatives to Enhance the Value of Human Capital

### Improving Employee Engagement (Working Style Reforms and Career Support)

To realize one of material issues for sustainability outlined in the Three-year Business Plan, “Foster a corporate culture of pride in contributing to healthcare,” Nihon Kohden is working to improve employee engagement. Results from the employee satisfaction surveys, which the Company started from FY2021, have identified Workplace Environment and Career Support as areas needing improvement.

#### ■ Initiatives to Improve the Workplace Environment and Work-life Balance

Nihon Kohden is undertaking Working Style Reforms aimed at improving the work environment by enhancing operational efficiency and promoting flexible work styles. This initiative seeks to achieve maximum results without relying on long working hours, while also realizing a better work-life balance. We have established various systems such as the Flextime System and Teleworking System to promote flexible work styles. In FY2023, the annual paid leave usage rate was 51.6% (10.6 days taken per employee). In addition to legally mandated paid leave, Nihon Kohden offers its unique paid leave program such as Accumulated Paid Leave Program and Special Paid Leave Program. In FY2023, the number of non-mandated paid leave days taken per employee was 2.7 days.

The Good Job Award, which gathers examples of initiatives that lead to improved productivity and work-life balance in each department, has been held annually since FY2019, and we have continuously improved productivity throughout the Company. There were many applications in FY2023 as well, and the initiatives such as the automatic generation of documents for development and the installation of an electronic authentication system were highly evaluated. Additionally, we established a new individual award category to ensure that each employee works with enthusiasm and vitality. By sharing not only the details of productivity improvement initiatives but also the attitudes towards these initiatives and the sense of fulfillment and enjoyment experienced during the process, we are helping to raise awareness across the entire Company.



Joint ceremony for the Good Job Award and the Core Values Award

Initiatives to Enhance the Value of Human Capital

■ Career Support Initiatives

In order to achieve the KPIs of improving “Employee satisfaction” and “Develop human resources who can succeed globally,” we established the NK Career Support system starting from the fiscal year 2023. In November 2023, we launched an e-learning course to provide opportunities to learn about career development, with over 2,000 employees completing the course. Additionally, we have organized our employee career support measures and created plans. We have published the “NK Job Encyclopedia,” which organizes internal job roles to help employees understand their career paths and build their career plans. As we move forward, we will continue to develop training programs and systems that support employees in shaping their own careers. We aim to support employees in taking charge of their own careers, and strive to create a workplace environment where each individual can engage in rewarding work and thrive with enthusiasm.



大分類		中分類		小分類	
A 経営戦略	01	経営企画	001	経営企画	002
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	04	経営企画	005	経営企画	006
B 業務推進	05	業務推進	007	業務推進	008
	06	業務推進	008	業務推進	009
	07	業務推進	009	業務推進	010
	08	業務推進	010	業務推進	011
C 社内システム	09	社内システム	012	社内システム	013
	10	社内システム	013	社内システム	014
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	12	社内システム	015	社内システム	016
D コーポレート	13	コーポレート	017	コーポレート	018
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	15	コーポレート	019	コーポレート	020
	16	コーポレート	020	コーポレート	021

Image of NK Job Encyclopedia

■ Launching the Management Position Challenge Training

Starting in FY2023, we introduced a new role-based (job-based) personnel system for general employees, shifting to a grading system based on the significance of expected roles in their work. To support the implementation of this new system, we launched the Management Position (Manager) Challenge Training for employees who are not yet in management positions in FY2023. The training program is designed to help employees develop the necessary knowledge, skills, and mindset required for senior positions, enabling them to proactively enhance their abilities for promotion. The number of applications significantly exceeded the available slots, demonstrating a high growth ambition among employees. Additionally, the post-training survey results showed high satisfaction levels, with many positive comments such as “I now understand what the roles required for management positions specifically entail” and “I want to approach problem-solving from a multifaceted perspective.” Moving forward, we will continue to offer talent development programs that support employees’ self-fulfillment and contribute to the Company's sustainable growth.



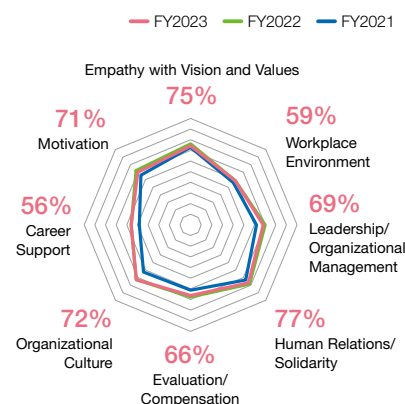
## Initiatives to Enhance the Value of Human Capital

### Employee Wellbeing

#### ■ Employee Satisfaction Survey

Nihon Kohden has set employee satisfaction as a KPI in order to foster a corporate culture of pride in contributing to healthcare, which is one of material issues for sustainability in the Three-year Business Plan. In FY2023, as in FY2021 and FY2022, an employee satisfaction survey was conducted for all 4,400 employees of the Nihon Kohden Group in Japan. The ratio of positive responses was calculated for all 46 items in eight categories. Company-wide and departmental measures have been implemented based on the results of the FY2022 survey. However, these efforts have yet to yield visible results, and in FY2023, the ratio of positive responses remained at roughly the same levels as in FY2022 in all eight categories. In particular, “Empathy with Vision and Values” and “Human Relations/Solidarity” continued to show higher levels of satisfaction. On the other hand, the ratio of positive respondents for “Career Support” and “Workplace Environment” was still relatively lower. We will share the survey results and employee opinions with all executives, and continue to implement related measures on both a company-wide and departmental basis.

#### ■ The Ratio of Positive Respondents



### Health Management of Employees

#### ■ Concept

The Nihon Kohden Group aims to address social issues through its Management Philosophy, and we believe that the health of each employee, which forms the foundation of our management, is crucial. In our Long-term Vision, we aim to create a better future for people and healthcare by solving global medical issues. To ensure that each employee takes pride in their contribution to healthcare and continuously tackles global medical issues, we will actively participate in health management initiatives and embody the Long-term Vision ourselves. By demonstrating our commitment to society, we will implement our Management Philosophy and foster a culture of health.

#### The Nihon Kohden Group Health Management Declaration

The Nihon Kohden Group, under the Management Philosophy that we contribute to the world by fighting disease and improving health with advanced technology, and create a fulfilling life for our employees, aims to create a better future for people and healthcare by solving global medical issues in its Long-term Vision, BEACON 2030. In order to address medical, environmental and social issues through the promotion of sustainability, the health and wellbeing of each and every employee, which is the source of our business activities and value creation, is of utmost importance. We are committed to practicing health management and fostering a culture of health so that each employee can take pride in contributing to healthcare and create a better future for people and healthcare.

Hirokazu Ogino  
Representative Director  
President and Chief Executive Officer  
Nihon Kohden Corporation

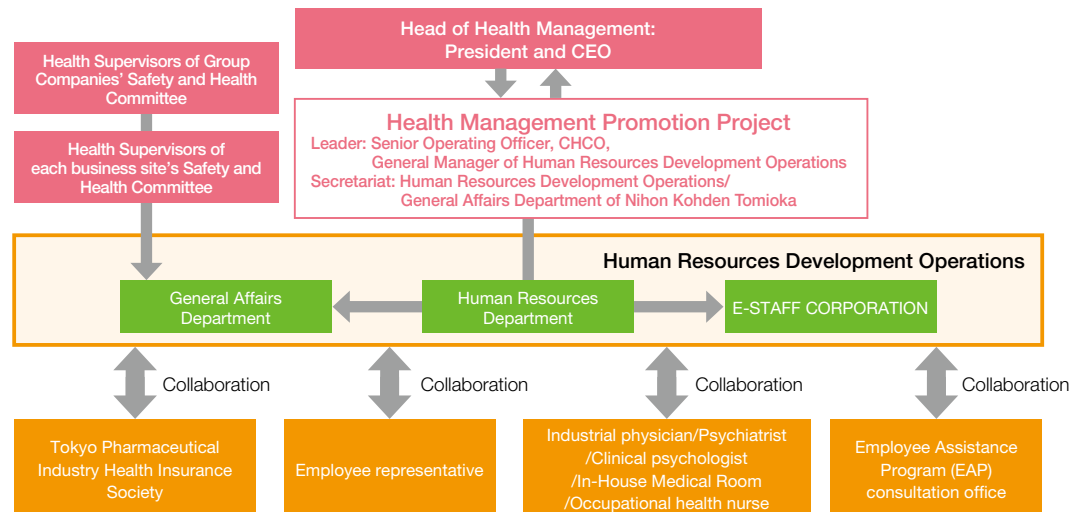
## Initiatives to Enhance the Value of Human Capital

### ■ Establishment of Health Management Promotion Project

We are implementing various initiatives based on our annual goals and plans to promote employee health. Based on the reports on the content and progress of these initiatives, we have established a Health Management Promotion System led by the CEO and CHCO and launched the Health Management Promotion Project in May 2024, to advance cross-company activities.

The domestic departments responsible for health management collaborate with industrial physicians, nursing professionals such as public health nurses, counselors, occupational health staff, and the Health Insurance Society to provide detailed health management services tailored to each employee. Additionally, we are working across the organization to prevent and improve lifestyle-related diseases, reduce smoking rates, enhance the activity (productivity) index by improving presenteeism, and hold health seminars.

#### Health Management Promotion System



### ■ Physical Health

#### Introduction of health support payment

For employees of domestic Group companies, we provide access to a proper support system that can quickly detect potential health risks, including regular health exams and an on-site medical clinic staffed by an industrial physician.

With the aim of further improving the health of employees and their families, we have increased the amount of partial coverage of expenses for optional tests during annual health examinations (health support payment\*) since FY2021, added temporary employees to the list of eligible employees, and expanded the scope of coverage to include family health examinations for dependents of employees.

\* Examples of eligible health support payment

Various cancer examinations, stomach examinations, osteoporosis examinations, hepatitis virus examinations, abdominal ultrasound examinations, brain examinations, dental examinations, comprehensive medical examinations, smoking cessation outpatient services, etc.

#### Initiatives to promote non-smoking efforts

In April 2019, Nihon Kohden joined the Consortium of Companies Promoting Non-Smoking Efforts, which was established by companies based in Tokyo, and has been implementing non-smoking promotion activities. The employee smoking rate in the May 2023 survey was 19.1%, down 0.2 percentage points from the previous survey.

Our efforts to promote non-smoking activities are primarily for the benefit of our employees and their families, and also respond to the demand for advancing measures against passive smoking. We will continue to encourage initiatives to realize a healthy society, such as offering company-paid outpatient visits to smoking cessation clinics as optional health examinations.

#### Holding health seminar

With the cooperation of the Tokyo Pharmaceutical Industry Health Insurance Society, we held an online Health Seminar for employees presented by occupational health staff in March 2024. A total of 133 employees participated in the seminar.

The seminar was designed to explain the Company's health trends based on health check-up data, provided by specialized staffs, to help improve our lifestyle habits and enhance each employee's awareness of health maintenance. We plan to continue holding seminars on the theme of health, led by specialized staff.

## Initiatives to Enhance the Value of Human Capital

### Introduction of Refresh Day

Nihon Kohden has been promoting work-life balance by setting two days a week (Wednesdays and Fridays) as days for leaving work on time (no overtime days). With the introduction of the Flextime System, we replaced such no overtime days with Refresh Day in January 2023 to promote more flexible working styles. This new system is designed to help employees make effective use of their time before and after work hours, with the aim of refreshing both their mind and body.

We encourage employees to spend more time with their families, engage in self-improvement, create opportunities for exercise, read, dine with friends, and refresh both mind and body, thereby promoting a conscious work-life balance.

### ■ Mental Health

#### Support for mental health

In collaboration with industrial physicians specializing in mental health, we conduct stress management tests (stress checks) and work on early detection and prevention of mental health issues through both self-care and line care. We have established a system where employees can consult with in-house counselors (clinical psychologists) at any time. We also conduct group analysis of the stress check results and provide feedback and training based on workplace trends. This helps us improve the work environment and support employees' mental health care.

For employees experiencing mental health issues, we have established a system that includes consultations with industrial physicians upon their return to work and a rehabilitation work program.

We also provide ongoing follow-up with regular consultations with industrial physicians, tailored to the individual's situation.

In addition, we provide appropriate mental health care training, including self-care and line care as part of training for new managers and new employees.

### Harassment Prevention Initiatives

Nihon Kohden aims to contribute to the world by fighting disease and improving health with advanced technology and to continue to be an ethical company that is widely trusted by society. To this end, in its Ethical Company Declaration, the Company declares that Nihon Kohden respects the human rights of all people, and do not discriminate or commit any acts which infringe on the personality or dignity of an individual. The Company also strives to prevent harassment by clearly prohibiting it in the Nihon Kohden Code of Ethics and Conduct, Nihon Kohden Group Human Rights Policy, and Employment Regulations. In order to prevent harassment and quickly resolve it when it occurs, we have established an internal consultation counter as well as an external consultation counter which anyone can feel free to consult, and we respond appropriately to consultations. At the time of consultation, we make every effort to ensure that the privacy of the consultees and actors is strictly observed, and that they are informed that they will not be treated unfavorably in any way for reasons such as the content of the consultation or their cooperation in confirming the facts, so that they can feel secure in seeking advice. In FY2023, there were 16 harassment consultations and 11 grievance consultations.

In response to the enforcement of the Power Harassment Prevention Law in June 2020, we have also conducted e-learning programs regularly for both general employees and managers to ensure a proper understanding of the revised law and harassment. We continued to implement the e-learning programs in FY2023, with 4,188 participants (100% participation rate). We also conduct harassment training for newly appointed managers to ensure a proper understanding of harassment and its prevention, aiming to create a comfortable workplace environment.