

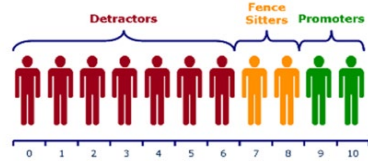
2023 Talent Attraction & Retention

		Share of Total	New Hire Rates	Turnover Rates
Total Workforce		100%	23%	23%
By Gender	Male	48%	25%	26%
	Female	52%	21%	21%
By Age Group	Under 30	28%	43%	43%
	30-49	55%	17%	16%
	50+	18%	13%	16%
By Management Level	Senior <i>Reports to CEO or second level away</i>	0.7%	4%	11%
	Middle <i>More than two levels from CEO</i>	13%	8%	10%
	Non-Mgmt.	87%	26%	26%
By Location	United States	17%	28%	26%
	International	83%	22%	23%
By Share of Women	In all Management Positions	34%		
	In Senior Management	22%		
	In Middle Management	34%		
	In Revenue Generating Management <i>Management level positions in revenue generating functions such as sales and business development</i>	20%		
	In STEM Related Positions <i>Functional roles with science-, technology-, engineering- or math-related responsibilities</i>	14%		
By Other	Open Positions filled by Internal Candidates <i>Total number of open positions filled by own employees divided by the total number of vacancies in the reporting year</i>		60%	
	Voluntary Turnover <i>Employees who choose to leave via resignation, retirement, early retirement, etc. expressed as a percentage total employees at the end of the latest reporting year</i>			17%
	Independent trade union or works council representation	66%		
U.S. Workforce		Share of U.S. Total	Share in all mgmt. positions held by U.S.	
Ancestry & Ethnic Origin of United States Workers	White	78%	88%	
	Hispanic or Latino	11%	8%	
	Black or African American	6%	1%	
	Asian	4%	3%	
	American Indian or Alaska Native	0.2%		
	Native Hawaiian or Other Pacific Islander	0.1%		
	Two or More Races	1%		

	Paid Parental Leave Offerings	Weeks	Comment
Primary Leave	United States	4	26 weeks short-term disability also available
	Mexico	12	2-6 prenatal, 6-10 postnatal
	Poland	20	0-6 prenatal, 14-20 postnatal, Up to 17 additional weeks for multiple births
	Romania	18	9 prenatal, 9 postnatal, Up to 17.1 weeks for prenatal maternal risk leave
	China	18.3	2.1 weeks additional leave each for difficult, multiple births
	Thailand	14	Includes prenatal check-up leave
	India	12-26	Length depends on number of children
	Vietnam	26	4 additional weeks each for multiple births
Secondary Leave	United States	4	
	Mexico	0.7	
	Poland	6-20	Shares 6 of 20 with primary caregiver
	Romania	2	1 additional week with a child care
	China	1.4	Annually until age 3, excludes national statutory leave days
	Vietnam	0.7-2	Depends on nature of birth

Annual Employee Wellbeing Survey

Guiding Principles Survey



Net Promoter Score

Calculation of % promoters - % detractors
>50% is considered "Best in Class"

Survey Participation Rate

	2024	2023	2022	2021
Net Promoter Score	42.44%	51.56%	51.33%	44.87%
Survey Participation Rate	87%	88%	88%	90%

Survey Questions

Response Options

Question ID	Question Text	Response Options
1.01	I feel valued and respected.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.02	My work area is free from intimidation.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.03	I receive timely performance feedback, positive reinforcement, and coaching.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.04	I have the flexibility I need to balance the responsibilities of my job with my personal obligations.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.05	People help each other and work together to achieve success.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.06	There is a sense of family and good humor within my work environment.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.07	My immediate team leader/supervisor/manager is open and non-defensive.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.08	I can trust my immediate team leader/supervisor/manager to be honest, fair and consistent.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.09	The leadership of my work area are accessible and support the Open Door Policy.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.1	I have the opportunity to share in the financial success of my business unit and Kimball Electronics.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.11	I have opportunities to develop and grow.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.12	I can share ideas or suggestions for improvement, knowing they will be considered.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.13	The leadership of my work area encourages individual initiative and empowerment.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.14	Diversity (differences between people, their opinions and experiences) is valued and sought out.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.14a	My work environment allows me to feel comfortable in expressing my personal identity.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.14b	I have a sense of belonging to my team	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.14c	I feel connected to our company's purpose: Creating Quality for Life.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.14d	What can Kimball Electronics do to increase diversity and inclusion in our workplace?	Open text box for comments.
1.15	My work area discourages rigid rules and policies in favor of individual responsibility and flexibility.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
1.16	If you have additional feedback or specific suggestions on any of the items above, please comment.	Open text box for comments.
2.01	On a scale of 1-10, please rate how well your work area lives up to the "People" Guiding Principles.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
2.02	Please provide feedback on where we should focus to improve and any other suggestions or recommendations you have.	Open text box for comments.
3.01	The goals, strategies and priorities of my business unit are communicated.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.02	I understand my role in achieving those goals and how I can positively impact results.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.03	I have a high level of pride in the company.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.04	My work area's processes are well developed and continuously improved.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.05	My work area embraces change.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.06	I have the opportunity to share my career goals and aspirations, which are then used to guide my development plan.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.07	My work area is focused on the external customer.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.08	My work area follows through on commitments and achieves positive results.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
3.09	If you have additional feedback or specific suggestions on any of the items above, please comment.	Open text box for comments.
4.01	On a scale of 1-10, please identify how likely you would be to recommend Kimball Electronics as a good place to work.	Numerical Answer for Importance and Satisfaction (1=lowest, 4=highest)
4.02	Please provide feedback on what we could do to improve these ratings.	Open text box for comments.

Human Capital Return on Investment

	2023	2022	2021	2020
Total Revenue (millions)	\$ 1,840	\$ 1,530	\$ 1,190	\$ 1,190
Total Operating Expenses	\$ 1,472	\$ 1,277	\$ 990	\$ 988
Total Employee-related Expenses <i>Salary + benefits</i>	\$ 275	\$ 235	\$ 214	\$ 198
Human Capital ROI <i>(Revenue - (Operating expenses - Employee expenses)) / Employee expenses</i>	2.34	2.08	1.93	2.02