



Labor Practices

Basic Policy

We consider our employees corporate assets that are vital to our business, and strive continuously to create safe, clean workplaces that give employees the freedom to express themselves.

Long-Term Goals

- Number of occupational accidents: 0
- Percentage taking health checks: 100%
- Percentage taking stress checks: 100%
- Exceed statutory employment rate for disabled persons every year. (Example: Higher than the statutory minimum employment rate of 2.0% in FY2016)
- Number of employees quitting work for childcare: 0 every year
- Number of employees quitting work for elderly care: 0 every year
- Rate of obtaining make-up holidays: 100%
- Consumption rate of yearly paid holidays: 70% or higher
- Overtime: Average of less than 5 hours per month per person
- Percentage using in-house system for diverse work styles such as work-from-home and flexible working hours: 50% or higher

Priority Initiatives

- Elucidate the cause of the fire at the plant in Indonesia, prevent any recurrence, and provide relief to the victims and bereaved families
- Build and continuously improve a labor system with the aim of achieving Decent Work practices and ideal work-life balance, securing diverse human resources, and providing fair and impartial evaluations

Ensuring Diversity / Diversity & Inclusion

In April 2015, Mandom established a Diversity Promotion Office and we are trying to build an organizational system that embodies diversity and inclusion in order to retain workers of diverse attributes and value systems, and enable them to reach their full potential.

The five Mandom Principles announced in May 2017 are a code of conduct that is followed by all Mandom personnel at all times and include "Active Employee Engagement" and "Human Assets;" every day we are engaged in thoughtful action in this area.

Promoting Women's Participation

In April 2016, a Japanese law took effect, which obliges large companies and local and central governments to set numerical targets for hiring and promoting women. Mandom understands that promotion of women is an important theme that draws expectations and demands from a broad range of players in the society. Accordingly, this theme has been reflected in one of the CSR Material Issues for the Mandom Group - "Achieving employee satisfaction (ES) and diversity." In line with the objectives and purposes of the law, Mandom will develop and execute a phased action plan to help realize a society where women are promoted and encouraged to exercise their individuality and unleash their full potential. We will also disclose our actions and keep the information up to date through the official website of Ministry of Health, Labour and Welfare below.



External Site

Ministry of Health, Labour and Welfare Official Website

- Mandom page for general employer action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace (Japanese only)

Promoting Hiring of People with Disabilities

We aim to build an organization that encourages diversity and inclusion. As part of this, we are creating workplace environments that allow us to hire more people with disabilities and facilitate their participation.

At our head office we have set up an accessible restroom on the ground floor, provided handicapped parking spaces, and made the office hallways wide enough for wheelchairs and other mobility equipment, among our many efforts to ensure a "barrier-free" workplace. At the Fukusaki Factory in 2014 we renovated the production building, and set up accessible and multi-purpose restrooms, along with an accessible entrance and other measures.

Our initiatives go beyond simply providing support in terms of implementing physical accessibility measures. In order to foster a mindset and workplace culture where disabled employees can work with a sense of satisfaction together with diverse human resources, we enlist the cooperation of the Japan Universal Manners Association (Mirairo Inc.) and carry out training for universal manners certification.



Mandom Official Website

CSR Information

- Mandom Key Data on Personnel and Labor

■ Cultivating Human Resources

Mandom Group HR VISION2027

The Company considers all its employees as Human Assets. The aim of VISION2027 is, through daily thoughtful action, to motivate them, and encourage their active engagement.

To realize VISION2027, employees must take responsibility as Human Assets to provide support for the Company and society. The Company, in turn, shall seek to develop their capabilities as Human Assets and provide this diverse talent pool with opportunities for motivation and active engagement. The HR Division shall redesign and develop systems and structures that allow both parties to realize these ideals and provide Dedication to Service (Oyakudachi).

Main Efforts in FY2017

New Employee Training	Training for junior personnel with less than 3 years' experience on the job to gain and verify skills and acquire the mindset they need as working individuals, with the aim of developing into self-reliant employees.	Group Training in Health, Safety and Environmental Protection at Fukusaki Factory	Twice a year (one day each time), all employees at the Fukusaki Factory undergo training to deepen their understanding of occupational health and safety, reducing environmental impact, quality, and relevant rules and regulations. Traffic safety education is also incorporated with the cooperation of the Traffic Department of the Fukusaki Police to help prevent accidents among employees who commute to work by car.
	First three weeks for new hires. Then two days a year. Number of new graduates in FY2017: 25 (Oct) Number of second year employees in FY2017: 22 (Feb) Number of third year employees in FY2017: N/A		One day each, twice a year Target: All employees at Fukusaki Factory Most recently: Nov. 2017, April 2018
New Manager Training	Training conducted in-house for employees new to managerial positions. New managers learn what mindset they need, the role of managers, and about such topics as coaching, mental health, and company regulations.	Career Training (for employees in their 30s, 40s and 50s)	Participants at different phases of life look back on their career, build a future vision of their career, and generate motivation. For people in their 30s the focus is self-understanding; for people in their 40s it is career design; for people in their 50s it is "second life."
	Once a year 1 day Number of participants in FY2017: 15 (Sep)		For each age category once a year 2 days FY2017, only for employees in their 50s Number of participants: 25 (Jan)
Manager Training	Conducted in-house for employees in management, and group leaders. The training helps employees to understand company regulations and rules necessary for diversity and management, and strengthens skills for interaction, facilitation, and communication.	Language Study Support System	For applicants, the system subsidizes the costs of taking the TOEIC test, offers in-house language classes led by outside instructors after the end of work, subsidizes language study costs, etc.
	Number of participants in FY2017: 89 (Nov-Mar)		Twice a year by application Target: All employees
Company-Wide Education on Mandom Code of Conduct	Education for all employees to gain and verify understanding of the Mandom Group's Code of Conduct. Conducted by division with testing. Education is also promoted using the monthly in-house email newsletter.	Forum 8 (cross-industry exchange)	This internally organized cross-industry exchange workshop brings together attendees and secretariats from eight companies with offices in the Tokyo and Kansai regions. Top- and mid-level managers working at the vanguard of business give lectures, present case studies or their own company's research or the research of other companies to expand knowledge and elevate business skills.
	Once a year approx. 2 hrs. (one email newsletter/month) Target: All employees		Once a year: in-house recruitment (8 times total) Number of participants in FY2017: 6
Confidential Information Management Education	Education is provided to gain and verify understanding of the Act on the Protection of Personal Information and related laws and Mandom's regulations with regard to the management of personal information and confidential information. Conducted by division with testing.	Study Abroad System	Selected employees will be sent to study on company orders to acquire qualifications and gain globally applicable management skills and cutting-edge knowledge as well as gain an understanding of diverse perspectives.
	Once a year approx. 2 hrs. Target: All employees		On occasion, number of participants in FY2017: 3
Correspondence Education	To support personal development for Group employees in Japan and Japanese employees on overseas assignment, half the cost or the entire cost of course fees are subsidized.		
	Twice a year by application Target: All employees		

■ Defined Contribution Pension System

To support the lives of employees after retirement, the Mandom Group has adopted a defined contribution pension system since November 2003.

In 1985, we introduced a qualified retirement pension system, but due to reform of the public pension system, we revised our retirement allowance system to ensure income from retirement until age 65 (the age when eligibility to receive the national pension begins), to compress and stabilize retirement benefit obligations, and to meet the demands of increasing mobility and diversity amongst employees.

We currently make use of two types of corporate pension systems: a defined benefit plan (DB) and a defined contribution plan (DC). Employees can join these plans voluntarily, and intent to continue is reconfirmed once a year. If an employee has not joined either or both plans, then a pre-paid retirement allowance is paid as an addition to the biannual bonus. Also, due to the amendment of the Defined Contribution Pension Act in January 2017, it became possible for employees who have not joined a corporate defined contribution plan to join a personal defined contribution plan.

For our employees, we hold periodic study sessions to promote understanding of the system and asset management. We also provide support so that they can check their balance and asset status through web services, and carry out other tasks such as checking the performance of and making changes to investment products.



[Mandom Official Website](#)

News Release

● November 4, 2003 News Release "Defined contribution pension system adopted in November" (Japanese only)



Employee Satisfaction (ES), Decent Work and Work-Life Balance

Aiming to Achieve Decent Work and Work-Life Balance

At Mandom we aim to achieve Decent Work practices, encourage proper health management by employees, and promote work-life balance, having in place the following systems and measures.

Employee Awareness Surveys	Surveys of regular employees are conducted basically once every three years as a means of gathering information to ascertain issues in the culture of each division and to make improvements. After the survey, the results are examined from every angle at workshops held by the Personnel Division (for the assistant manager level and higher). Efforts are made to spread awareness of the issues and the overall results are conveyed to relevant employees through face-to-face conversations conducted by division heads.	Childcare/Elderly Care Support System	A support system is in place to enable employees who would otherwise be constrained by childcare or elderly care to continue in their jobs. A consultation desk was set up in-house to improve support for employees with regard to balancing work and elderly care.
	Regular employees surveyed basically once every three years. Target: All employees		See FY2017 Data on Personnel and Labor (P.33)
Stress Checks	In accordance with our "Stress Check System Based on the Amended Industrial Safety and Health Act" which came into effect on December 1, 2015, we have expanded the scope of stress checks to all employees in collaboration with an EAP organization. Individuals are informed of the results and anonymous statistics are compiled and analyzed by division and department.	Flexible Working Hours	For full-time regular employees involved in home caregiving, a flextime system (with core working hours) is offered, and for employees in management positions involved in home caregiving, a flextime system (without core working hours) is available.
	Once a year (September) Target: All employees In FY2017, 821 employees had their stress levels checked (73.8% of all employees).		In order for each and every one of our diverse range of employees to be able to work comfortably, and to create a meaningful working environment in which they can maximize their potential, since April 2017 we have implemented a work-from-home system. To begin with, those with certain restrictions on their place of work and working time, such as employees raising children or caregiving, are able to take up to 5 days per month from half-day increments.
Health Check and Physical Examination Subsidy System	Periodic health checks are conducted for all employees. To maintain health and detect illnesses at an early stage, physical examinations are recommended for employees and their spouses over the age of 35, with subsidies provided.	Work-From-Home System	Number of employees in FY2017: 17
	Number of employees examined in FY2017: 1,048 (Medical examination rate: 96.6%)		Reemployment System
Use of Industrial Physician	An industrial physician makes the rounds at the head office and Fukusaki Factory, joins the Occupational Health and Safety Committee meetings held once a month to improve the workplace and provide health guidance.	Volunteer Leave System	A retiree reemployment system was introduced in FY2006, and is now being updated to comply with changes in the law made in 2013.
	FY2017 Occupational Health and Safety Committee held 12 times		See FY2017 Data on Personnel and Labor (P.33)
			Volunteers are solicited to participate in JICA's Japan Overseas Cooperation Volunteers through the private-sector partnership volunteer program. Employees who go on a mission through the program are supported with special leave during that period.
			In-house solicitation once/year, FY2017 number of volunteers: 0 (FY2012: 1, FY2013: 1)

Support for Balancing Work and Home Duties Such as Child/Elderly Care

We have established various systems to enable work-life balance that allows employees to work while raising children and caring for elderly parents, as well as managing change at different stages in their lives.

Since 2009, we have been encouraging three-way meetings between pregnant employees, their supervisors, and the personnel department to remove anxiety about returning to work after the birth of a child.

With regard to support for caregiving, we have a care leave/work arrangement system plus an elderly-care leave system that allows for five extra days off per year. Starting in 2012, we instituted a system of flexible working hours plus a system that allows the use of pooled, invalidated paid leave for elderly-care leave.

For information on general employer action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, please see the following website operated by the Ministry of Health, Labour and Welfare.



Mandom Official Website
CSR Information

●Mandom Key Data on Personnel and Labor



External Site
Work-Life Balance Support Forum

●Mandom page for general employer action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children (Japanese only)

Overview of Childcare/Elderly Care Support System

Chart of childcare support programs

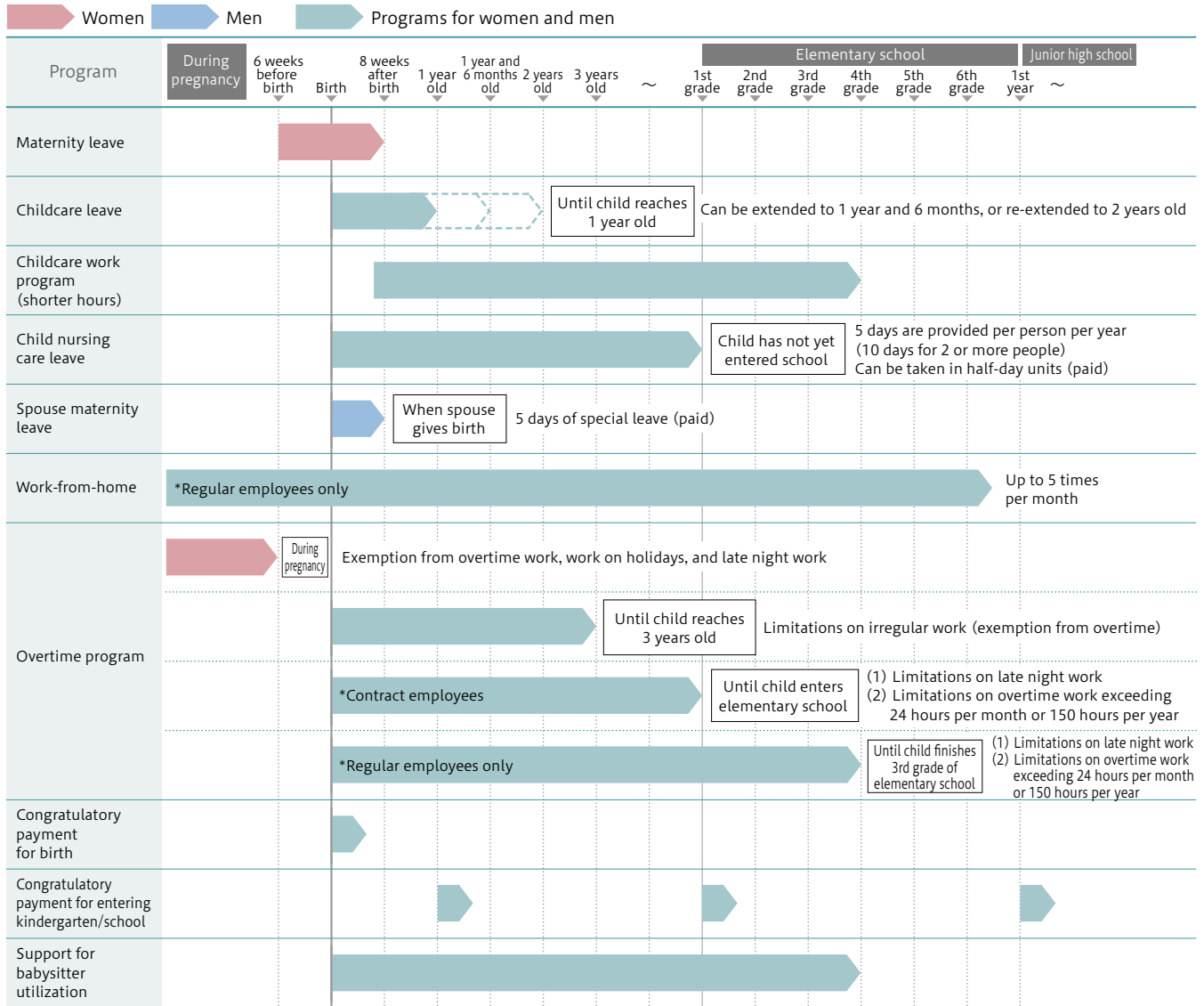
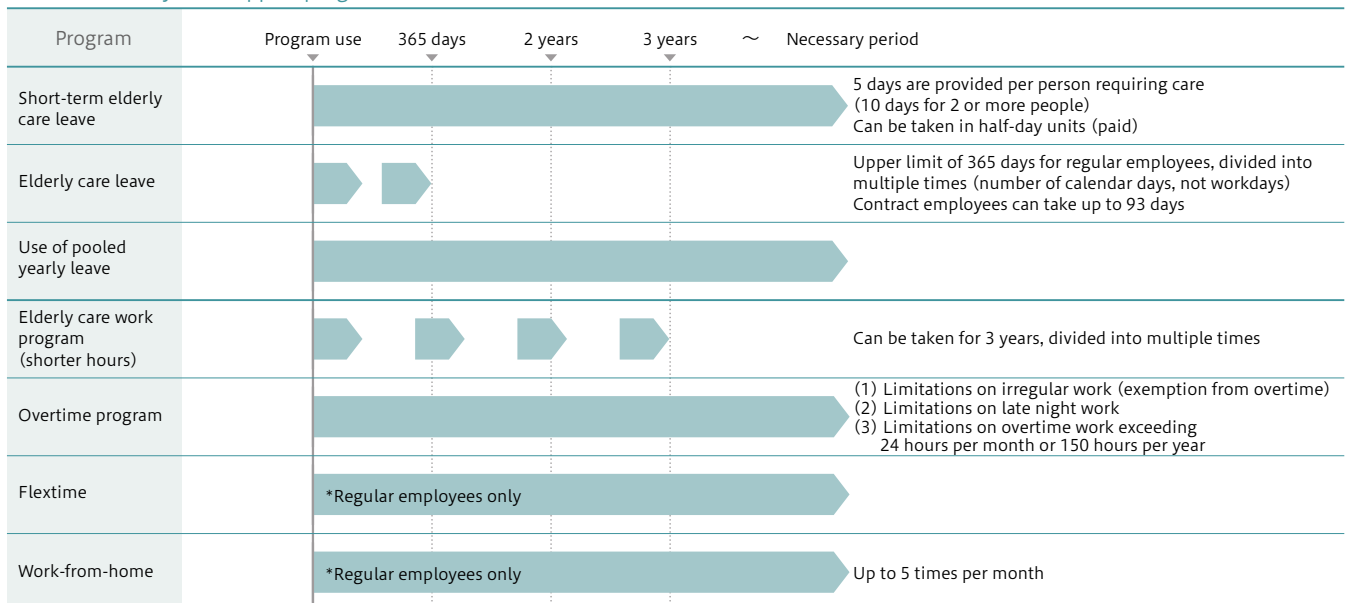


Chart of elderly care support programs



Occupational Health and Safety

Creating a Healthy and Safe Workplace Environment at Our Factory

Mandom's Fukusaki Factory has acquired OHSAS 18001 certification, a widely used international standard for occupational health and safety management systems, and we are working hard to create a healthy and safe workplace environment.

(OHSAS: Occupation Health & Safety Assessment Series)

The OHSAS 18001 international standard aims to proactively prevent labor accidents, mitigate disasters and eliminate health hazard risks by clarifying the occupational health and safety policies of organizations, and conducting PDCA (Plan-Do-Check-Action) management using an "established evaluation system."

Going forward we will continue working hard to ensure that operations at Mandom's Fukusaki Factory take into account consumers, society, the environment, and employees. This will be achieved by striving for continuous operation and synergistic effects, and implementing three management systems: an occupational health and safety management system; an environmental management system (ISO 14001 international standard) which aims to simultaneously achieve management together with reduction in environmental risk and contribution to the environment based on the idea of sustainability; and the Mandom Quality Management System for raising the quality of the company, products, and services, and achieving true customer satisfaction.



Group training at the Fukusaki Factory on occupational health and safety and environmental protection



External Site

Official Website, Japan Management Association Quality Assurance Registration Center

- BS OHSAS 18001, "What is the Occupational Health and Safety Management System (OHSMS)?" (Japanese Only)

Mental Health Measures

Since FY2011 we have utilized the Employee Assistance Program (EAP) specialist HOKENDOHJINSHA Inc. to provide a toll-free support hotline for employees and their families that allows individuals to speak with an outside counselor about their troubles. We also bought group long-term disability income indemnity (GLTD) insurance, and in May 2011 set up regulations pertaining to employees taking leave to cover how employees are treated when they are on leave and after they return to the workplace. In these and other ways we are strengthening our mental health measures. Since FY2012 we have been asking all employees to take a diagnostic test for stress and following up with private consultations if necessary.

Mandom Safe Driving Courses

Within the Mandom Group in Japan, about 500 vehicles are on the roads per day across the country, including both company vehicles and vehicles used for commuting to work. We set up a Vehicle Safety Measures Committee to carry out ongoing, in-house educational activities with cooperation by experts on road traffic safety to prevent road accidents.

In FY2017, safe driving courses taught by outside instructors were held in May and October for sales staff working at our head office building, drivers, and others who wanted to participate and participants were reminded of their responsibility and the importance of driving as a representative of the company. We will continue to thoroughly implement a safe-driving mindset.



Safe driving course at the head office

Safety Measures at Head Office Building

Mandom is engaged in various initiatives to help prevent casualties from natural disasters. Every year, firefighters from Osaka's Chuo Fire Station visit the head office building to conduct a variety of drills to prepare Mandom's employees for a potential disaster such as an earthquake or fire, covering topics such as alerting others when a fire is discovered, initial efforts to put out a fire, using a fire extinguisher, evacuation, and rescue. We are also engaged in a basic course in life-saving and provide emergency skills training.



Lecture on emergency life-saving techniques

<HR/Labor Data (FY2015—2017)>

		FY 2015	FY 2016	FY 2017	
Number of employees	Mandom Corp.				
	Full-time employees	Male	429	442	444
		Female	108	116	130
		Total	537	558	574
	Fixed-term contracts	Male	38	41	45
		Female	368	370	372
		Total	406	411	417
	Other domestic				
	Full-time employees	Male	30	29	28
		Female	5	4	5
		Total	35	33	33
	Fixed-term contracts	Male	5	6	7
		Female	19	24	23
		Total	24	30	30
	Indonesia				
	Full-time employees	Male	623	616	598
		Female	1,066	1,054	1,055
		Total	1,689	1,670	1,653
	Fixed-term contracts	Male	256	274	322
		Female	3,241	3,193	3,189
		Total	3,497	3,467	3,511
	Other overseas				
	Full-time employees	Male	122	114	121
		Female	318	295	333
Total		440	409	454	
Fixed-term contracts	Male	11	7	8	
	Female	8	8	10	
	Total	19	15	18	
Mandom Group total					
Full-time employees	Male	1,204	1,201	1,191	
	Female	1,497	1,469	1,523	
	Total	2,701	2,670	2,714	
Fixed-term contracts	Male	310	328	382	
	Female	3,636	3,595	3,594	
	Total	3,946	3,923	3,976	
Grand total					
Full-time employees	Male	1,514	1,529	1,573	
	Female	5,133	5,064	5,117	
	Total	6,647	6,593	6,690	
Number of management staff and male/female percentage of management staff	Mandom Corp.	Male	88 (93.6%)	96 (95.0%)	102 (94.4%)
		Female	6 (6.4%)	5 (5.0%)	6 (5.6%)
		Total	94	101	108
	Other domestic	Male	7 (87.5%)	6 (85.7%)	7 (100.0%)
		Female	1 (12.5%)	1 (14.3%)	0 (00.0%)
		Total	8	7	7
	Indonesia	Male	50 (82.0%)	52 (82.5%)	52 (82.5%)
		Female	11 (18.0%)	11 (17.5%)	11 (17.4%)
		Total	61	63	63
	Rate of employment of people with disabilities		1.66%	1.70%	1.93%

Note : Figures refer to Mandom Corp. employees at the end of each FY.
Rate calculated according to the legal employment rate calculation method in Japan.

		FY 2015	FY 2016	FY 2017	
Average age	Mandom Corp.	Male	41.6	42.0	42.0
		Female	37.6	37.1	37.0
		Total	41.0	41.0	41.0
	Other domestic	Male	44.6	45.1	45.8
		Female	47.5	43.1	42.2
		Total	44.1	45.0	45.3
Average years of service	Mandom Corp.	Male	17.4	18.0	18.0
		Female	13.5	13.0	12.1
		Total	17.0	17.0	16.1
	Other domestic	Male	15.3	17.1	17.9
		Female	17.0	12.1	15.1
		Total	16.0	16.6	17.6
Recruitment (domestic group total)	New graduate	Male	15	14	14
		Female	5	8	11
		Total	20	22	25
	Mid-career	Male	2	10	4
		Female	2	5	6
		Total	4	15	10
Fixed-term	Male	20	9	14	
	Female	80	52	65	
	Total	100	61	79	
Job turnover	Domestic group total	Male	4	4	7
		Female	5	4	2
		Total	9	8	9
Note : Full-time employees only. Does not include retirees, individuals promoted to directorships and transfers within the group.					
Retirees and employees rehired after retirement	Retirees	Male	10	6	2
		Female	0	2	0
		Total	10	8	2
	Employees rehired after retirement	Male	8	5	2
Female		0	2	0	
Total		8	7	2	
Number of users of child/elderly care system	Employees taking childcare leave	8	17	17	
	Employees using childcare work program	8	6	11	
	Employees taking carer's leave	2	3	0	
	Employees using carer work program	2	3	2	
	Employees taking short-term nursing care leave	21	18	20	
Note : Figures refer to recipients at the start of leave period. Work programs include nursing care flexi-work programs.					
Annual overtime working hours per person and compared to the previous year	Mandom Corp.	199 hours 52 minutes (116.2%)	156 hours 16 minutes (78.2%)	135 hours 40 minutes (86.6%)	
	Other domestic	43 hours 58 minutes (178.5%)	107 hours 05 minutes (243.6%)	58 hours 40 minutes (54.2%)	
Rate of lost-worktime injuries and injury severity rate at the Fukusaki Factory	Rate of lost-worktime injuries	1.47%	0.00%	1.36%	
	Injury severity rate	0.00%	0.00%	0.05%	
Number of occupational accidents requiring time off from work	Domestic total (Fukusaki Factory)	1	0	1	
	Overseas total	69	31	18	
	Indonesia Factory	64	29	16	
	RIDA Factory	5	2	2	
Number of occupational accidents not requiring time off from work	Domestic total (Fukusaki Factory)	4	1	2	
	Overseas total	22	13	22	
	Indonesia Factory	21	13	22	
	RIDA Factory	1	0	0	



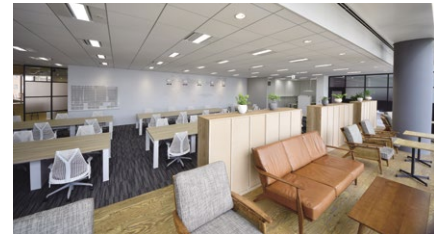
Internal Communications

Creating a Comfortable Workplace Environment Geared for Individuality and Easy for Employees to Use

At Mandom, we are creating a comfortable office environment that facilitates work by establishing concepts based on the function and role of each department, such as "an office that can cultivate employees' creative sensibilities" or "an office with a diverse and global image."

Also, in 2014 we renovated the employee cafeteria at the head office with new tables and chairs, layout, tableware, and menu, so the area can also be utilized as a cafe or meeting space. Incidentally, the employee cafeteria conducts regular surveys and takes employee requests into consideration when providing and improving services such as special menu items and seasonal drinks.

In 2017 we improved the garden on the 3rd floor of our head office, renovating it as a space called M-circle. This space has a warmth and atmosphere different from an ordinary office space.



Aoyama Marketing Office



Office on 7th floor of head office



M-circle on 3rd floor of head office



Employee cafeteria at head office

Employee Social Gatherings

Every year we offer "mutual aid association" (employee training) trips that are designed to relieve the fatigue and stress of daily work while deepening friendships among employees. The travel is voluntary and employees can select from various plans, offering both domestic and international destinations.



Publishing of Weekly In-House Newsletter MP News

Mandom has been publishing its weekly in-house newsletter MP News every week since 1982. As of the end of March 2018, 1,678 issues have been published over a period of 35 years.

The newsletter's content covers a wide range of topics, from the monthly morning assembly speeches at the head office to reports on various events, general information required for business and social activities, and reports on employee volunteer activities. The newsletter is a valuable communication tool for sharing information and for weekly enjoyment.

