

【Key Data on Personnel and Labor】

Correct as of : Data calculated at the end of each Financial Year. Japan : Apr 2017-Mar 2018, Overseas : Jan-Dec 2017

■ Key Data ■

Number of Employees

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Full-time employees	444	130	574	442	116	558	429	108	537	415	107	522	417	107	524
	Fixed-term contracts	45	372	417	41	370	411	38	368	406	29	344	373	21	343	364
Other domestic	Full-time employees	28	5	33	29	4	33	30	5	35	41	4	45	35	7	42
	Fixed-term contracts	7	23	30	6	24	30	5	19	24	5	22	27	0	5	5
Indonesia	Full-time employees	598	1,055	1,653	616	1,054	1,670	623	1,066	1,689	-	-	1,421	-	-	1,353
	Fixed-term contracts	322	3,189	3,511	274	3,193	3,467	256	3,241	3,497	-	-	2,041	-	-	1,917
Other overseas	Full-time employees	121	333	454	114	295	409	122	318	440	-	-	446	-	-	397
	Fixed-term contracts	8	10	18	7	8	15	11	8	19	-	-	5	-	-	5
Mandom Group total	Full-time employees	1,191	1,523	2,714	1,201	1,469	2,670	1,204	1,497	2,701	-	-	2,434	-	-	2,316
	Fixed-term contracts	382	3,594	3,976	328	3,595	3,923	310	3,636	3,946	-	-	2,446	-	-	2,291
Grand total		1,573	5,117	6,690	1,529	5,064	6,593	1,514	5,133	6,647	-	-	4,880	-	-	4,607

Note : Includes 1 domestic and 1 overseas non-consolidated affiliated company. The number of fixed-term employees is the average hired for the year.
Listing by male and female employees for overseas group companies began in FY2015.

Number of Directors and Managers

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Directors	23	1	24	21	1	22	19	1	20	19	0	19	17	0	17
	Company executives	8	1	9	11	1	12	13	1	14	14	0	14	11	0	11
	Managers	102	6	108	96	5	101	88	6	94	87	5	92	84	4	88
	General manager & above	25	1	26	28	1	29	31	2	33	22	3	25	23	3	26
Other domestic	Directors	6	0	6	7	0	7	6	0	6	6	0	6	6	0	6
	Company executives	0	0	0	2	0	2	4	0	4	2	0	2	2	0	2
	Managers	7	0	7	6	1	7	7	1	8	8	1	9	9	1	10
	General manager & above	3	0	3	2	1	3	4	1	5	0	1	1	1	0	1
Indonesia	Directors	19 (13)	2 (0)	21 (13)	18 (11)	3 (0)	21 (11)	18 (10)	3 (0)	21 (10)	12	3	15	12	1	13
	Company executives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Managers	52 (17)	11 (0)	63 (17)	52 (16)	11 (0)	63 (16)	50 (14)	11 (0)	61 (14)	47	14	61	44	12	56
	General manager & above	15 (6)	1 (0)	16 (6)	16 (4)	3 (0)	19 (4)	13 (4)	0 (0)	13 (4)	7	3	10	6	4	10

Note : "Directors" are board members, auditors, company executives and executive officers. "Managers" do not include directors.
"Other domestic" includes concurrent executives of Mandom Corp. and subsidiary companies.
Information on Indonesia (PT Mandom Indonesia Tbk) is listed for materiality.
Figures in parentheses indicate number of assigned individuals who have Japanese or other non-local nationality.

Percentage of Management Staff

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Mandom Corp.	Manager gender balance	94.4%	5.6%	100.0%	95.0%	5.0%	100.0%	93.6%	6.4%	100.0%	94.6%	5.4%	100.0%	95.5%	4.5%	100.0%
Indonesia	Manager gender balance	82.5%	17.4%	100.0%	82.5%	17.5%	100.0%	82.0%	18.0%	100.0%	77.0%	23.0%	100.0%	78.6%	21.4%	100.0%

Note : Among overseas group companies, information on Indonesia (PT Mandom Indonesia Tbk) is listed for materiality.
Managers: section chief and above. Directors not included.
Manager gender balance: Number of male managers ÷ total number of managers, number of female managers ÷ total number of managers

Number of Non-Japanese Employees

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Non-Japanese employees		14	7	21	6	5	11	1	3	4	1	5	6	2	5	7

Note : Current employees in domestic Mandom Group companies (including executives and directors). As of March 31, excluding retiring employees.

Rate of Employment of People with Disabilities

	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Rate of employment of people with disabilities	1.93%	1.70%	1.66%	1.91%	1.92%

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.

■ Labor Practice / Decent Work Key Data ■

Note : Items without comments refer to Mandom Corp. and domestic group member totals.

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average age	Mandom Corp.	42.0	37.0	41.0	42.0	37.1	41.0	41.6	37.6	41.0	41.6	36.8	41.0	41.2	36.8	40.1
	Other domestic	45.8	42.2	45.3	45.1	43.1	45.0	44.6	47.5	44.1	44.1	42.8	44.0	43.5	40.8	43.0
Average years of service	Mandom Corp.	18.0	12.1	16.1	18.0	13.0	17.0	17.4	13.5	17.0	18.0	13.0	17.0	17.1	13.0	16.1
	Other domestic	17.9	15.1	17.6	17.1	12.1	16.6	15.3	17.0	16.0	16.1	15.1	16.1	15.1	14.0	15.1

Note : Full-time employees only.

			FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Recruitment	Mandom Corp.	New graduate	14	11	25	14	8	22	15	5	20	11	6	17	6	6	12
		Mid-career	3	6	9	9	5	14	2	1	3	0	1	1	5	0	5
		Fixed-term	13	60	73	8	45	53	18	76	94	10	56	66	7	35	42
	Other domestic	New graduate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Mid-career	1	0	1	1	0	1	0	1	1	0	0	0	1	1	2
		Fixed-term	1	5	6	1	7	8	2	4	6	1	5	6	6	3	9
Domestic group total	New graduate	14	11	25	14	8	22	15	5	20	11	6	17	6	6	12	
	Mid-career	4	6	10	10	5	15	2	2	4	0	1	1	6	1	7	
	Fixed-term	14	65	79	9	52	61	20	80	100	11	61	72	13	38	51	

Note : Including re-employment. Fixed term refers to the number of employees on fixed-term contracts.

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Job turnover	Mandom Corp.	5	2	7	4	2	6	3	5	8	3	6	9	2	3	5
	Other domestic	2	0	2	0	2	2	1	0	1	2	3	5	1	0	1

Note : Full-time employees only.
Does not include retirees, individuals promoted to directorships and transfers within the group.

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Retirees		2	0	2	6	2	8	10	0	10	6	1	7	-	-	12
Employees rehired after retirement		2	0	2	5	2	7	8	0	8	4	1	5	-	-	8

Note: Current employees in Mandom Corp. and domestic Mandom Group companies (full-time employees only), excluding early retirees, transfers and individuals promoted to directorships.
Listing by male and female employees began in FY2014.

		FY 2017			FY 2016			FY 2015			FY 2014			FY 2013		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees taking childcare leave		0	17	17	2	15	17	1	7	8	0	6	6	0	15	15
Employees using childcare work program		0	11	11	0	6	6	0	8	8	0	10	10	0	7	7
(1) Reinstatement rate		100%	100%	100%	100%	100%	100%	100%	100%	100%	-	100%	100%	-	100%	100%
(2) % still in work after 12 months		100%	100%	100%	100%	100%	100%	-	91%	91%	-	100%	100%	-	100%	100%
Employees taking carer's leave		0	0	0	0	3	3	0	2	2	0	2	2	0	3	3
Employees using carer work program		1	1	2	0	3	3	0	2	2	0	1	1	0	0	0
Employees taking short-term nursing care leave		12	8	20	7	11	18	8	13	21	8	12	20	8	10	18

Note: Figures refer to recipients at the start of leave period. Work programs include nursing care flexi-work programs.

		FY 2017			FY 2016		
		Male	Female	Total	Male	Female	Total
Annual scheduled working hours	Mandom Corp.	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes
	Other domestic	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes
Actual total annual working hours per person	Mandom Corp.	2,037 hours 10 minutes	1,938 hours 20 minutes	2,022 hours 20 minutes	2,068 hours 34 minutes	1,968 hours 00 minutes	2,044 hours 06 minutes
	Other domestic	1,942 hours 20 minutes	1,958 hours 10 minutes	1,945 hours 20 minutes	1,995 hours 06 minutes	1,993 hours 53 minutes	1,994 hours 55 minutes
Annual overtime working hours per person	Mandom Corp.	150 hours 15 minutes	51 hours 30 minutes	135 hours 40 minutes	180 hours 44 minutes	80 hours 10 minutes	156 hours 16 minutes
	Other domestic	55 hours 40 minutes	71 hours 20 minutes	58 hours 40 minutes	107 hours 16 minutes	106 hours 03 minutes	107 hours 05 minutes
Compared to the previous year	Mandom Corp.	83.3%	63.7%	86.6%	80.8%	65.8%	78.2%
	Other domestic	51.4%	67.0%	54.2%	254.2%	195.5%	243.6%
Rate of use of paid annual leave	Mandom Corp.	53.6%	68.6%	57.0%	56.8%	79.1%	62.2%
	Other domestic	37.5%	58.9%	40.3%	39.3%	28.0%	37.4%

Note : Current employees in domestic Mandom Group companies (excluding managers and above; full-time employees only).
Listing by male and female employees began in FY2015.

		FY 2015			FY 2014	FY 2013	FY 2012
		Male	Female	Total			
Annual scheduled working hours	Mandom Corp.	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes
	Other domestic	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes	1,887 hours 50 minutes
Actual total annual working hours per person	Mandom Corp.	2,111 hours 29 minutes	2,009 hours 36 minutes	2,087 hours 42 minutes	2,059 hours 46 minutes	1,993 hours 02 minutes	1,986 hours 38 minutes
	Other domestic	1,930 hours 02 minutes	1,942 hours 04 minutes	1,931 hours 48 minutes	1,912 hours 28 minutes	1,919 hours 42 minutes	1,917 hours 54 minutes
Annual overtime working hours per person	Mandom Corp.	223 hours 39 minutes	121 hours 46 minutes	199 hours 52 minutes	171 hours 56 minutes	105 hours 12 minutes	98 hours 48 minutes
	Other domestic	42 hours 12 minutes	54 hours 14 minutes	43 hours 58 minutes	24 hours 38 minutes	31 hours 52 minutes	30 hours 04 minutes
Compared to the previous year	Mandom Corp.	-	-	116.2%	163.4%	106.5%	-
	Other domestic	-	-	178.5%	77.3%	106.0%	-
Rate of use of paid annual leave	Mandom Corp.	46.4%	76.5%	53.1%	48.9%	60.5%	56.4%
	Other domestic	34.7%	35.8%	34.9%	45.8%	49.2%	33.5%

Note : Current employees in domestic Mandom Group companies (excluding managers and above; full-time employees only).
Listing by male and female employees began in FY2015.

		FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Fukusaki Factory	Rate of lost-worktime injuries	1.36%	0.00%	1.47%	5.97%	15.46%
	Injury severity rate	0.05%	0.00%	0.00%	0.16%	0.45%

Note : Rate of lost-worktime injuries refers to the percentage of injuries or casualties due to workplace accidents per 1 million actual work hours.
Severity Rate refers to the number of lost work days due to workplace accidents per 1,000 actual work hours, indicating injury severity.

		FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
		Number of occupational accidents requiring time off from work	Domestic total	1	0	1
	Fukusaki Factory	1	0	1	4	10
	Others	0	0	0	-	-
	Overseas total	18	31	69	-	-
	Indonesia Factory	16	29	64	-	-
	RIDA Factory	2	2	5	-	-
Number of occupational accidents not requiring time off from work	Domestic total	4	3	6	1	3
	Fukusaki Factory	2	1	4	1	3
	Others	2	2	2	-	-
	Overseas total	22	13	22	-	-
	Indonesia Factory	22	13	21	-	-
	RIDA Factory	0	0	1	-	-

Note : Listing for overseas companies began in FY2015.
The results of FY2015 include the fire that occurred at the Indonesia Factory on July 10, 2015.

Item Warranting Special Mention: Situation Regarding Indonesia Factory Fire (July 2015)

On July 10, 2015 a fire occurred at the factory of our consolidated subsidiary, PT Mandom Indonesia Tbk. The resulting number of casualties are reported below.
Please refer to the following press release and accident investigation report published by the Accident Investigation Panel for more information on the time and place that the accident occurred, what is known at this stage about the cause of the accident, and how the company has responded.

Reference: [One condolence message was issued in English on July 17.](#)
[\(Condolence Message regarding Fire Accident at Consolidated Subsidiary, PT Mandom Indonesia Tbk\)](#)

Reference: [Accident Investigation Report into the Fire and Explosion at PT Mandom Indonesia Tbk HQ Plant's Aerosol Production Area published by Accident Investigation Panel \(PDF6.09MB\) \(Japanese Only\)](#)

Reference: [mandom "KohDoh Report 2016"](#)
[KohDoh Feature 01 : The Indonesia Plant Fire and Our Response](#)

Work-Related Casualties from the Indonesia Factory Fire

	Casualties Total	Male		Female	
		Open-ended	Term	Open-ended	Term
Deaths	28	2	2	19	5
Injuries	31	3	4	12	12

Note: Except for one person with light injuries, the chart above includes a total of 58 individuals included in the FY2015 lost-workday accident calculation.