

[Mandom Group Human Capital Related Data]

Latest update: 19th June, 2024

Correct as of : Based on the fiscal year of each location. April to March in Japan, January to December overseas. Results are as of the end of each location's fiscal year.

Basic Human Assets Data

	Unit	FY2019			FY2020			FY2021			FY2022			FY2023				
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Japan	Mandom Corp.	Full-time employees	Persons	455	153	608	473	173	646	465	178	643	469	179	648	427	192	619
		Temporary employees	Persons	51	370	421	23	348	371	22	325	347	18	280	298	19	140	159
	Other domestic	Full-time employees	Persons	18	3	21	18	3	21	19	1	20	16	6	22	18	7	25
		Temporary employees	Persons	1	7	8	1	7	8	2	7	9	2	8	10	2	4	6
Indonesia	Full-time employees	Persons	637	1,064	1,701	626	1,026	1,652	594	967	1,561	573	939	1,512	552	913	1,465	
	Temporary employees	Persons	252	2,905	3,157	247	2,243	2,490	226	1,914	2,140	252	1,905	2,157	261	1,830	2,091	
Other overseas	Full-time employees	Persons	163	461	624	157	438	595	142	397	539	162	388	550	169	394	563	
	Temporary employees	Persons	6	120	126	1	84	85	1	71	72	1	69	70	3	77	80	
Mandom Group	Full-time employees	Persons	1,273	1,681	2,954	1,274	1,640	2,914	1,220	1,543	2,763	1,220	1,512	2,732	1,166	1,506	2,672	
	Temporary employees	Persons	310	3,402	3,712	272	2,682	2,954	251	2,317	2,568	273	2,262	2,535	285	2,051	2,336	

Note: The results of domestic group companies regarding Japan operations do not include the results of non-consolidated subsidiaries. Hereinafter the same applies. Loaned workers are counted as workers of the company to which they are loaned. Also, the results for the Indonesian business include the number of employees of one affiliated company of PT Mandom Indonesia Tbk since FY2021.

	Unit	FY2019			FY2020			FY2021			FY2022			FY2023			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Mandom Corp.	Average age	Years of age	42.6	37.4	41.1	43.1	38.0	42.0	43.7	38.0	42.2	44.5	38.9	43.0	44.4	39.3	42.8
	Average years of service	Years	18.0	11.9	17.0	19.0	12.0	17.0	18.9	12.0	17.0	19.6	12.3	17.6	19.5	11.9	17.1

Note : Full-time employees only.

	Unit	FY2019			FY2020			FY2021			FY2022			FY2023				
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Mandom Corp.	Number of new hires	New graduate	Persons	11	12	23	15	10	25	12	9	21	9	6	15	7	5	12
		Mid-career	Persons	8	5	13	2	3	5	2	1	3	3	3	6	9	14	23
	Number of departing employees		Persons	10	4	14	11	3	14	18	10	28	51	14	65	24	8	32
		Number of voluntarily resigning employees	Persons	10	4	14	11	3	14	17	9	26	19	11	30	24	7	31
	Voluntary resignation rate	%	2.2%	2.6%	2.3%	2.3%	1.7%	2.1%	3.6%	4.9%	3.9%	4.0%	6.0%	4.6%	5.5%	3.7%	5.0%	

Note : Including re-employment. The number of new hires includes re-employment. The number of departing employees does not include those who retired, were promoted to executive positions, or were transferred within the group. The voluntary resignation rate is calculated by dividing the number of voluntary resignations during a fiscal year by the average number of employees during the fiscal year.

Share and Practice of Mandom Group's Mission/Engagement

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Group total	Employee engagement score	%	70	70	73	70
	Ratio of active employees	%	-	-	15	15
	(MANDOM PRINCIPLES) Practice rate	%	-	60	54	64

Note : Please refer to the relevant item in the Mandom Survey.

Diversity

	Unit	FY2019			FY2020			FY2021			FY2022			FY2023				
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Japan	Mandom Corp.	Directors	Persons	11	1	12	10	1	11	10	1	11	10	1	11	10	1	11
		Managers	Persons	116	8	124	120	9	129	123	10	133	124	15	139	107	14	121
		General manager & above	Persons	39	2	41	38	3	41	41	3	44	43	4	47	33	2	35
	Other domestic	Directors	Persons	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
		Managers	Persons	5	0	5	7	0	7	5	0	5	5	0	5	5	0	5
		General manager & above	Persons	3	0	3	4	0	4	3	0	3	5	0	5	5	0	5
Indonesia	Directors	Persons	14(9)	2(0)	16(9)	10(6)	2(0)	12(6)	11(7)	2(0)	13(7)	5(5)	2(0)	7(5)	6(6)	2(0)	8(6)	
	Managers	Persons	48(19)	11(1)	59(20)	51(16)	15(0)	66(16)	55(15)	25(0)	80(15)	62(13)	28(0)	90(13)	61(12)	29(0)	90(12)	
	General manager & above	Persons	17(8)	2(0)	19(8)	23(11)	4(0)	27(11)	18(7)	2(0)	20(7)	16(5)	1(0)	16(5)	17(5)	1(0)	18(5)	
Other overseas	Directors	Persons	22(15)	1(0)	23(15)	19(16)	1(0)	20(16)	21(17)	1(0)	22(18)	16(12)	0(0)	16(12)	22(19)	0(0)	22(19)	
	Managers	Persons	40(11)	56(3)	96(14)	39(12)	57(3)	96(15)	38(12)	49(3)	87(15)	40(14)	57(3)	97(17)	37(10)	57(3)	94(13)	
	General manager & above	Persons	19(9)	16(2)	35(11)	12(9)	9(2)	21(11)	15(11)	8(2)	23(13)	14(10)	9(2)	23(12)	14(10)	9(1)	23(11)	

Note : "Officers" are directors and auditors. "Managers" include those up to section managers, but do not include specialists. Figures in () indicate the number of promotions of employees seconded from countries other than those in which each of the businesses operate.

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Japan	Mandom Corp.	%	6.3	6.9	8.4	11.9
	Other domestic	%	0.0	0.0	0.0	0.0
Indonesia	%	18.6	22.7	31.2	31.1	32.2
Other overseas	%	59.6	60.6	57.0	60.0	60.6

Note : The ratio of managers in Japan operations is calculated based on the definition in the Act on the Promotion of Women's Active Engagement in Professional Life. Note that Executive Officers and specialists are excluded.

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Ratio of experienced human asset hires in manager positions	%	13.4	11.2	13.4	15.1

Note : Executive Officers and specialists are excluded.

	Unit	FY2019			FY2020			FY2021			FY2022			FY2023			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Mandom Corp.	Number of employees taking childcare leave	Persons	4	8	12	8	9	17	23	12	35	7	15	22	11	8	19
	Childcare leave acquisition rate	%	21.1	72.7	47.1	100.0	121.1	100.0	70.0	93.8	100.0	160.0	100.0	160.0	100.0	160.0	19

Note : Calculations are based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991).

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Gender pay gap	%	47.6	50.1	50.3	50.8
	Regular employees	%	72.5	74.9	74.8	73.0
	Part-time/fixed-term workers	%	79.1	65.6	61.8	59.7

Note : Calculations are based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Employment rate of people with disabilities	%	3.04	3.24	3.33	3.41

Note : Special subsidiary company system/group application applied from FY2018. Employment rates at the end of each fiscal year are shown. The employment rate is calculated in accordance with the statutory employment rate.

Well-Being Management/Autonomous and Collaborative Workstyle

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of occupational accidents requiring time off from work	Domestic total	number	1	1	4	4	3
	Fukusaki Factory	number	1	1	4	4	3
	Others	number	0	0	0	0	0
	Overseas total	number	7	10	7	11	3
	Indonesia Factory	number	6	7	7	7	3
	RIDA Factory	number	1	3	0	4	0
Number of occupational accidents not requiring time off from work	Domestic total	number	5	1	3	4	9
	Fukusaki Factory	number	4	0	3	4	8
	Others	number	1	1	0	0	1
	Overseas total	number	5	11	7	13	4
	Indonesia Factory	number	5	11	7	13	4
	RIDA Factory	number	0	0	0	0	0

Note : Commuting accidents excluded

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Fukusaki Factory	Rate of lost-worktime injuries	%	1.32	1.63	4.61	6.05	4.49
	Injury severity rate	%	0.01	0.00	0.29	0.02	0.02

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.

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Ministry of Economy, Trade and Industry Deviation score of the Survey on Health and Productivity Management	-	33.6	43.6	48.0	47.1	51.0
	Average overtime hours per employee	hour	15.3	12.7	16.1	17.3	16.6
	Annual paid leave utilization rate	%	73.6	54.7	57.5	59.7	62.5
	Health checkup and full medical examination attendance rate	%	99.7	99.4	100.0	96.9	100.0
	Stress check attendance rate	%	90.5	90.1	91.4	92.2	96.2

Note : Average overtime hours per employee and annual paid leave utilization rate: Regarding full-time employees, including managers.

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Employee Survey: Collaboration and Communication Positive score	%	-	-	61	59	61

Note : An indicator that measures the degree of collaboration between employees and internal communication (intellectually charged forum) as perceived by employees.

Talent management

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Retention rate of new graduate hires for three years after joining the company	%	92.8	92.8	92.8	91.8	93.8

Note : The target is new graduate hires who are full-time employees that joined the company within three years from the calculation year.

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Self-investment support system utilization rate	%	-	1.7%	1.8%	2.0%	3.9%
	Language study support system utilization rate	%	2.7%	4.4%	6.0%	5.8%	7.2%

Note : Available to full-time employees, including managers.

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Mandom Corp.	Employee Survey Positive score Adequacy of growth opportunities	%	71	70	62	62	63
	Adequacy of training opportunities	%	42	41	50	49	56

Note : Adequacy of growth opportunities provided: Score of "I think this company provides opportunities to develop my skills and grow" in the Employee Survey
Adequacy of training opportunities provided: Score of "There are sufficient training opportunities to improve the skills required for my job" in the Employee Survey