



Based on the content of the KohDoh Report 2018, I provide the following third-party opinion on the activities of Mandom Corporation and its domestic and international affiliates.

Professor, College of Business, Department of Business, Rikkyo University
Mika Takaoka

< Positive Areas >

This report was prepared based on the Mandom Group's corporate philosophy that "Mandom is a 'human-oriented' company, and guided by our original concepts of Health, Cleanliness & Beauty, we reach boldly beyond the norm to bring wonder and inspiration to people's everyday lives." Throughout the report, activities based on the Mandom Mission, Mandom Principles, and Mandom Spirit (P.8) that make up Mandom's philosophy are summarized in an easy-to-understand way, and I feel this is an outstanding report. Another distinguishing feature is that more feedback from stakeholders and photos of worksites are provided than last year, so that this report lets us see more of the faces of the company.

As indicated in the President's Message, Mandom is currently engaged in various types of reform with the aim of becoming a truly global company. Overseas sales account for more than 40% of Mandom Group sales, and so far the group's activities have been rooted in each locality, with respect for the history, culture, customs, and other characteristics of each country. However, in order to globalize management as well as product development as the Mandom Group moves forward, the group is instilling its corporate philosophy at its overseas subsidiaries, and reorienting itself to employ corporate governance, CSR, diversity management, and accounting methods conforming to global standards.

The feature article (P.20–25) reports that, in this fiscal year, a voluntary seminar and dialogue were held with the theme of "Business and Human Rights." This event went beyond the limited range of human rights problems familiar in Japan, such as discrimination and harassment. Participants learned and exchanged views about human rights in the supply chain—an issue which global corporations cannot avoid in conducting their business. Problems in this area include forced labor or child labor at overseas suppliers of raw materials and subcontractors in places like Southeast Asia. Examining these issues is a suitable posture for Mandom as it strives to globalize its management and become

a truly global company. I give a high rating to Mandom's stance of promoting company-wide CSR, by establishing directions to aim for, and systematically putting together activities to achieve those aims.

In this year's report, the completeness of data and information disclosure have been taken to the next level. For Mandom Group CSR Material Issues (Ver. 2) (P.16–19), the report clearly indicates Perspectives for Selecting CSR Material Issues and Two Criteria for Promoting CSR Activities (P.14). The report newly incorporates specifics on each program for human resources development and the number of participants in type of training (P.29), as well as details on programs relating to decent work and work-life balance and the number of users (P.30). Data which was previously disclosed only on the website can now be examined in booklet form. The report provides three years of figures for personnel and labor data (P.33), and five years of figures for environmental impact data (P.41).

Finally, this year's environmental activities by Mandom progressed a step further. Joining the Roundtable on Sustainable Palm Oil (RSPO) (P.37) is an important contribution to the protection of biodiversity. Domestic CO₂ emissions, water resource consumption, and wastewater volume were reduced year-on-year (P.41). Going forward, I hope that Mandom will continue its proactive approach to protecting the global environment.

< Areas for Improvement >

As it globally expands, a company must fulfill its social responsibility over the entire supply chain, including overseas. In November 2017, Mandom issued Supplier CSR Guidelines (Ver. 2) for the Mandom Group, and started monitoring using the CSR Procurement Self-Assessment Tool Set. I feel this is a wonderful advance. Next year, I expect Mandom to broaden the scope of this effort from domestic primary suppliers, to secondary, tertiary, and overseas suppliers, and work to realize "responsible procurement."

Editorial Postscript, KohDoh Report 2018

Immediately before issuing this report, we exchanged views with Professor Takaoka. Regarding promotion of women's participation, she indicated an additional opinion on the fact that, while progress has been made in developing a personnel system oriented toward work-life balance, we have yet to set and disclose specific long-term goals, such as the proportion of women in management positions.

Promotion of women's participation is information that even students keep their eyes on. It is essential for hiring outstanding

human resources for the future, and securing the diversity that is the precondition of women's participation, and putting in place an impartial and fair personnel system are the foundation of decent work, regardless of sex.

In June 2018, the Ministry of Economy, Trade and Industry issued a revised version of its Diversity 2.0 Action Guidelines. Taking Professor Takaoka's views as a reference point, we plan to push forward with CSR management and become a truly "human-oriented" company.

CSR Promotion Division, Mandom Corporation