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Respect Employees' Diversity, and Maximize Their Potential



1. We shall respect employees' diversity. We shall accept and integrate their diverse abilities, personalities and values to enhance the comprehensive strength of the Kao Group.

- We shall treat each other with dignity and respect and form an "Equal Partnership" as team members.
- We shall exert ourselves to further develop an open and active corporate culture that allows everyone constructively to put forth their opinions and raise concerns.
- We shall promote human resource measures to properly employ persons and assign personnel according to their capabilities and job performance, and shall not discriminate on the basis of culture, nationality, creed, race, ethnicity, gender, sexual orientation, sexual identity or form of expression, age, disability or other protected category.

2. We shall evaluate individuals fairly, according to their roles, duties, and job performance to develop people who can proactively challenge and overcome difficulties.

- We shall further improve the organization and our various employment systems so that we can promptly respond to changes. In order to acquire and allocate the right people for the right job at the right time, we shall also identify and describe the duties and the requirements of each individual's role.
- We shall proactively employ and train capable people for the development of our business activities. In each country/region, we shall also exert ourselves to encourage the employment and motivation of local people.
- We shall provide various measures for human resource development and assistance that are focused on the aptitude, efforts, and enthusiasm of each employee. We shall develop a system and corporate culture in which everyone can feel satisfied with their own development and contribution.
- We shall clarify each individual's role, duty and responsibility, and we shall promote and provide compensation according to a fair evaluation of their abilities and job performance, corporate performance, and market value.
- We shall faithfully fulfill our own roles, duties and responsibilities as required. In addition to operational instructions and orders, we shall also correctly understand and observe the rules and regulations specified in the company's policies, working regulations, the Kao Business Conduct Guidelines and other guidelines as might be applicable.
- We shall conform to all labor laws and regulations, share information about the business conditions and management-related issues among the company and its employees, and establish trust and a cooperative relationship through honest interactive communication.



3. We shall establish an employee-friendly workplace considering health and safety.

- We shall prioritize the maintenance of operational safety and hygiene in the workplace to ensure that everyone can work comfortably. We shall undertake efforts to promote physical and mental health in our daily life according to the health management philosophy that keeping employees' health is the basis of operational safety and hygiene in the workplaces and basis of company growth. We shall also refrain from taking drugs, alcohol or any other substance that could adversely affect our job performance or which could jeopardize the safety of others.
- We shall strive to eradicate overwork and implement measures that seek to prevent health problems caused by overwork and mental stress in order to create a safe and comfortable working environment. In the event of an operational disaster, we shall keep the safety of human life first and foremost in our minds, and remain fully committed to our planned response.
- We shall strive to create awareness and a climate for realizing a healthy work-life balance and make efforts to improve and promote systems to support it.

