

Fiscal 2007 to 2009 Gender Equality Action Plan (Overview)

-Issue 1

Cultivating the organizational culture to take advantage of employee diversity as a truly global corporation

No.	Action step	Target	Description
1	Cultivating an organizational culture conducive to gender equality	All employees	(1)Share goals with all employees through partnerships with deliberative entities, training programs, and labor unions via the Intranet, company newsletter, and other means. (2)Pursue dialog with departments and worksites identified in employee surveys as having issues that need to be addressed.

-Issue 2

Training and promoting leaders with a view toward accelerating the participation of women in the Company's management and decision-making

2	Establishing targets for the percentage of female leaders	All employees	(1)Establish targets for the percentage of female leaders in order to reflect a variety of views in corporate decision-making (30% by 2013). (NEW) (2)Include a fixed percentage of women in important deliberative entities, except the Executive Conference.
3	Increasing use of personnel assignments geared to human resources development goals	All employees	(1)Actively encourage personnel changes and assignments linked to career advancement and moral development, without regard to gender. (2)Consider policies on personnel assignments for employees who providing nursing care to a family member or raising children, and aim to implement the policy in fiscal 2008 (NEW).
4	Strengthening internal education for training and supporting leaders	All employees	(1)Enhance training conducive to personal transformation and motivation as a means of enabling employees to act as Shiseido leaders (individuals with a sense of beauty, autonomy, the capacity to implement reforms, and the ability to train people and organize the activities of the Company's organization). (2)Enhance on-the-job training by superiors.
5	Spreading awareness of and expanding participation in the Job Challenge/Free Agent program	All employees	Expand and increase awareness of the Job Challenge/Free Agent program to increase employees' motivation by providing opportunities for them to select their own areas of activity.
6	Introducing a system of specialized jobs	Employees in particular fields	Establish a system of specialized jobs for training, securing, and appropriately compensating employees with high levels of expertise in particular fields. (NEW)
7	Encouraging participation in cross-industry networks and expanding the mentoring program	All employees	Encourage participation in cross-industry networks in order to expand leaders' horizons and give them experience and expertise that extends beyond the Company. (NEW)

Training and Promoting Female Leaders

-Issue 3**Reviewing how employees work with the goal of achieving high productivity**

8	Improving productivity, managing employee health, and providing a good working environment	All employees	(1) Establish reduction targets and undertake specific initiatives to correct long work hours in conjunction with efforts such as the Head Office's Business Reform Project and sales companies' Sales Reform Projects. (2) Improve guidance concerning the establishment of targets for the "reviewing how employees work and improving labor productivity" section of the criteria used to evaluate leader performance. (3) Support measures encouraging good employee health, with a focus on issues such as adult-onset diseases, mental health disorders, and diseases affecting women. (NEW)
9	Introducing more flexible approaches to work	All employees	Introduce new approaches to work in recognition of changes in values and lifestyles, for example by launching a program in fiscal 2008 to allow employees with childcare or nursing care responsibilities to work at home. (NEW)

-Issue 4**Helping employees balance work and parenthood to attract and retain a talented workforce**

10	Enhancing programs for helping employees balance work and parenthood	All employees	(1) Consider expanding the period of time during which employees are eligible for the child-rearing work hours program from the current pre-elementary school age to the third grade. Introduce the new program by April 2008. (Program revised) (2) Consider enabling employees to divide their parental leave time and introduce the new program by April 2008. (Program revised)
11	Encouraging the participation of male employees in childcare Male employees	Male employees	(1) Encourage male employees to take advantage of the parental leave program. (2) Hold the "School for Work-Life Balance for Dads" in conjunction with labor unions, non-profit organizations, and other companies. (CONTINUED)
12	Providing programs to assist employees when their spouses transfer Female employees	Female employees	(1) Consider a program that would allow employees to transfer to their spouse's new work location if there is a need at the site until their children enter the sixth grade in elementary school. Introduce this program by April 2008. (NEW) (2) Consider a leave program that would enable employees accompanying their spouse to a new work location to continue their career as before. Introduce this program by fiscal 2009. (NEW) Etc.
13	Creating a workplace where female employees can work with peace of mind from pregnancy to childbirth and subsequently while raising their families	All employees	(1) Increase awareness of the Childcare Support Center, which provides health counseling for women on issues ranging from pregnancy to childbirth and parenting, and encourage employees to take advantage of the Center's services. (2) Ensure that employees' evaluations do not suffer when they take advantage of maternity/paternity leave and child-rearing work hour programs, increase awareness of this fact, etc.

-Issue 5**Making social contributions to raising the next generation**

14	Helping young individuals establish their careers	All employees	Accept students for internships and encourage them to participate in career support classes offered by various schools.
15	Holding a "Shiseido Bring Your Kids to Work" day	All employees	Invite employees' children and others to visit Shiseido in order to engender an awareness of and interest in work and provide a first-hand understanding of Shiseido's value. (Implemented in fiscal 2006 at the Head Office, research centers, and the Kamakura Factory.)