Activating Human Resources

— Please describe the specific initiatives of the Health Promotion Group.

Kuroda The operating environment for domestic pharmaceutical companies is increasingly challenging. In this setting, a significant role is played by human resources support initiatives, such as promoting active careers for diverse human resources and implementing working-style reforms. Health is indispensable for the achievement of maximum performance with limited human resources. Taking steps to ensure that employees are able to work in a healthy and energetic manner has a number of benefits. It increases their individual quality of life by enhancing their work lives, and it also bolsters the Company’s overall productivity and competitiveness. For the Company to achieve sustained growth, our role in implementing health management measures will be increasingly important.

The Human Resources Department’s Health Promotion Group was established in fiscal 2017 as a unit specialized in health management, centered on health care professionals. Over the short period since its establishment, the group has already rolled out a number of new measures. For example, we have introduced the i2 Healthcare (i2 HC) program and a three-year smoking cessation program. We also started a blood pressure management program by risk level. In addition, we introduced an external Employee Assistance Program* (EAP) to strengthen our mental health measures, and prepared a health white paper with the objectives of verifying the effectiveness of measures and understanding health issues.

Shigematsu I will explain in more detail about i2 HC, which is an original platform developed by the MCHC Group with the objective of supporting employee and workplace health. When employees access a dedicated website, they can confirm a wide range of information on their personal page. In addition to employee health examination data and working-style data, this also includes data obtained from wristwatch-style wearable devices, such as numbers of steps, activity levels, and sleep data. With the information accumulated on this platform, we can understand health management issues that were previously difficult to monitor, facilitating a health management PDCA cycle, such as for the formulation of measures and the confirmation of results.

Kuroda Within the MCHC Group, the Company took the lead in implementing i2 HC initiatives, which have gotten off to a good start. The Company lends wearable devices to employees after

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Health Promotion Group, Human Resources Department

Kazumi Kuroda
Ms. Kuroda is certified as an occupational health nurse, and worked in occupational health after joining the Company. Since 2010, she has worked in the Human Resources Department to advance overall health management operations.

Michiko Shigematsu
Ms. Shigematsu has experience working as a hospital nurse and as a local government public health nurse. From 2010, she worked in health affairs for the Company health insurance association, and in 2017 she joined the Human Resources Department’s Health Promotion Group.

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Advancing Health Management Measures

To increase labor productivity, Japanese companies are implementing working-style reforms, which are the focus of increasing attention. In this environment, there is growing activity in the area of promoting active careers for human resources through “employee health management.” In this section, the Company’s initiatives in this area are introduced by Kazumi Kuroda and Michiko Shigematsu from the Human Resources Department’s Health Promotion Group, which is in charge of health management measures for Mitsubishi Tanabe Pharma.
obtaining their consent in regard to the provision of the acquired data to i2 HC. As of the end of 2017, 75% of employees had already given their consent. The major reason is that managers have actively taken the lead and given their consent. Also, as one of the events to commemorate the 10th anniversary of the Company, we worked together with the health insurance association to hold a charity walk using wearable devices. There were about 1,000 participants. Wearable devices were used to measure the number of steps taken by the employees, and the Company and the health insurance association jointly donated funds to ALS patient organizations, etc., with the amount of the donations based on the number of steps. I think that this was a successful example of initiatives to motivate employees to use i2 HC.

— The Company was selected for two consecutive years under the Health & Productivity Management Outstanding Organizations (White 500) program, which is promoted by the Ministry of Economy, Trade and Industry. In what areas was the Company highly evaluated?

Shigematsu This system recognizes companies, medical corporations, and others that have done a particularly good job at health management. In fiscal 2018, 541 companies, including Mitsubishi Tanabe Pharma, were recognized in the large enterprise category (White 500). A number of evaluation items have been established in accordance with a framework that includes management philosophy (awareness of leaders), organizational structure, systems / policy implementation, evaluation / improvement, and observance of laws and regulations / risk management. In evaluation / improvement, the Company received the highest evaluation in the industry for the item regarding understanding indicators for work hours / leave, etc.

Kuroda This recognition system looks at initiatives to build a platform for health management, and short-term initiatives alone are not highly evaluated. In 2013, Mitsubishi Tanabe Pharma commenced full-scale efforts to build a health management administration system, with a focus on the alignment of labor management and health management. In addition, in the same year we introduced a health management system with integrated control extending from health management to labor management. In 2016, with the objective of advancing activities related to employee health in an effective and appropriate manner, we formulated the MTPC Group Health Policy and the Health Management Rules, which give concrete shape to the policy. In these ways, we steadily advanced the establishment of a platform for the implementation of health management.

Shigematsu In addition, as feedback following this recognition, we received a comment that there was still room for improvement in regard to the prevention of lifestyle diseases, etc. In particular, in regard to the high smoking rate, we recognize smoking as a challenge. In fiscal 2017, we set specific numerical targets and launched a three-year smoking cessation program, and are advancing a variety of initiatives to achieve those targets. For example, in the first year we made every Friday a no-smoking day, with the smoking rooms in our offices closed all day. Next, in the second year smoking was prohibited during working hours, and the smoking rooms were closed outside of break time. In these ways, we are advancing in stages. In the final year, fiscal 2019, we will aim to completely prohibit smoking in buildings.

In implementing this program, at the end of the first year we asked employees to fill out a questionnaire. As a result, we understood that, overall, 86% of employees approved of the program, including smokers. In addition, it is clear that more than 60% of smokers want to quit at some point. I believe that the extent to which we can encourage these employees to quit smoking will serve as a demonstration of our abilities.

— Finally, what would the Health Promotion Group like to see people focusing on going forward?

Shigematsu The Health Promotion Group cannot implement all of the health management measures by itself. Moving forward, we will actively step up cooperative initiatives both inside and outside the Company. This collaboration will include not only related departments inside the Company but also the health insurance association and subcontractors, as well as joint research with external research institutions. Moreover, the Company has not appointed a chief industrial physician, and the current system handles health management for more than 5,000 employees with nine nurses, including the two of us. In this setting, in order to advance health management measures for employees who are temporarily reassigned and those who are posted overseas, as well as for the families who support the employees, we will need to take on the challenge of new initiatives that extend beyond current frameworks. To that end, we will implement various initiatives, such as establishing systems that utilize ICT to provide health support even in distant locations. The entire nine-person nursing staff will work together to contribute ideas and strive to realize them.

Kuroda Fiscal 2018 will be the second year since the establishment of the Health Promotion Group, and it will be a year for seeing the results of initiatives implemented to date. However, health management is something that will always continue, and accordingly not all initiatives will generate results in the short term. To help employees to enjoy healthy, more fulfilling lifestyles after they retire, I believe that the mission of the Health Promotion Group is to encourage them to deepen their understanding of health and to develop healthy habits. To that end, we will work to leverage a health management PDCA cycle as we pursue results one by one. In this way, we will strive to further enhance a range of health management measures as we move forward.