

KAITEKI Health and Productivity Management Initiatives

The MCHC Group is promoting KAITEKI Health and Productivity Management*, pursuing health support and work style reforms for each employee and at workplaces in order to support employees flourish from a health perspective.

* *Kenkokeiei*, which means Health and Productivity Management in Japanese, is a registered trademark of the Workshop for the Management of Health on Company and Employee, an NPO. In terms of using KAITEKI Health and Productivity Management, the trademark is authorized to be used by the NPO.

KAITEKI Health and Productivity Management targets (KPIs) and results

Review 

Steady improvement in work style awareness and behavior

In fiscal 2020, the Vitality Index was up 6 points (40% achievement rate), the Work Style Index was up 6 points (60% achievement rate) and the Wellness Index was up 2 points (20% achievement rate). For the Work Style Index, we are seeing steady change in awareness and behavior for both workplaces and individual employees following a review of work style issues at the organizational and team level. For the Wellness Index, measures to encourage remote working have improved self-rated health assessments and sleep habits, but activity levels (daily number of steps) for all job categories declined during the first state of emergency declaration (April–May 2020) in Japan. Significant impacts were seen because of employees refraining from going out and working remotely, although the degree of impact differed among job categories. We continue communicating on the value of regular exercise in daily lives and the importance of making it a habit.

Groups with a high Work Style Index and Wellness Index tend to have a higher Vitality Index. We aim to improve creativity and productivity through measures for health support and work style reforms, the twin pillars of KAITEKI Health and Productivity Management, and by promoting the use of the PDCA cycle with the *i² Healthcare**¹.

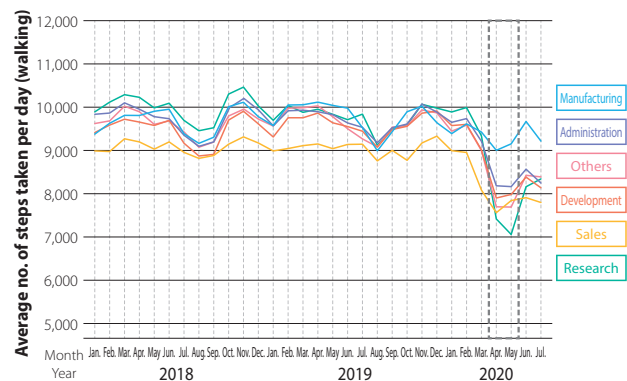
*1 A proprietary system that enables each employee to see personal health data on their devices, integrating health data collected daily via wearable devices, health checkup results and work style-related information.

*2 We conduct the health survey to assess each employee's awareness and approach to KAITEKI Health and Productivity Management.

*3 The MCHC Group distributes wearable devices to those who wish to use them and, having obtained individual employee consent and Ethics Review Committee approval, we analyze the wearable device data as part of analyses related to KAITEKI Health and Productivity Management. The fiscal 2020 analysis was conducted using data through to July 2020.

Description	FY2020 results	FY2020 targets
Vitality Index Index for employees' job satisfaction, enthusiasm, trust and growth	69 pts (Base year +6 pts)	+15 pts Increase positive choices by 15 points or more in the health survey* ² .
Work Style Index Index for levels of work style awareness, behavior and initiatives	74 pts (Base year +6 pts)	+10 pts Increase positive choices by 10 points or more in the health survey.
Wellness Index Index for health checkup items, lifestyle quality and level of life satisfaction	48 pts (Base year +2 pts)	+10 pts For the 10 health criteria items, increase the number of items met by each employee by one item (= 10 points) or more.

Average number of steps by job category*³



Changing the way we work to produce an autonomous organization where creativity can flourish

Since COVID-19 started to spread, the MCHC Group has adapted to various new ways of working, including promotion of teleworking and establishment of satellite offices.

With the rapid take-up of remote working, MCHC initiated a project in October 2020 to reform operational processes under the motto "Transformation of the New Normal." The project objectives are to eliminate obstacles to remote work efficiency and find ways for employees to do their jobs productively and flexibly, regardless of the setting or distant location. So far, the project team has produced a guide to using digital applications and has recommended

tools and ideas to create a comfortable work environment in the home or at satellite offices. The team is progressing a range of improvements in the workplace and exploring paperless procedures, electronic submission and approval systems (using digital signatures), and tools to optimize communication from remote work settings.

New team members are selected from applicants responding to in-house notices posted every six months. This project is helping the MCHC Group to become an autonomous organization where creativity can flourish and individual employees are adaptable to change.