

Sustainability

LIXIL is committed to improving the quality of people's lives, by delivering safe and comfortable products and services through responsible and sustainable innovations.



Our Approach

We are committed to enhancing living spaces through responsible engagements and initiatives around the world.

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Three Strategic Pillars

We focus on making a positive impact in the communities in which we operate and on matters that require urgent action by leveraging our expertise.

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Our People

We are committed to respecting the individuality of all employees and offering a rewarding working environment.

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Environment

With the desire to help people live in harmony with the earth, we are committed to continuing our efforts to be environmentally sound in every aspect of our businesses activities.

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Society

We engage in continual dialogue with our stakeholders and various activities with the society and local communities.

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Customers & Supply Chain

We are committed to delivering customer-focused products and services and promoting responsible supply chain management.

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Details of how we report on our Corporate Responsibility activities and milestones.

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LIXIL is committed to robust and effective corporate governance and internal controls.

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Messages from Kinuya Seto, President & CEO, LIXIL Group Corporation and Jin Montesano, Chair of the CR Committee.

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Corporate Responsibility (CR) Strategy

We are committed to improving the quality of people's lives around the world and pursuing the growth of our businesses through responsible and sustainable innovations.

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CR Management Structure

We have a robust management structure for driving sustainability initiatives.

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Material Issues

We have identified key issues that matter most to our stakeholders and to us.

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Key Performance Indicators

Action plans and KPIs for each material issue are disclosed in this section.

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Guidelines & Principles

Our Corporate Governance Guidelines and other principles by which we operate.

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Message from the CEO

As a global citizen, we are committed to creating positive impact to the society through our responsible business operations and sustainable innovations.

I have always been motivated by the opportunity to make a contribution to society, and it was this passion that moved me to become an entrepreneur and corporate leader. I believe that a strong commitment to corporate responsibility is core to LIXIL's long-term success, and therefore that our CR strategy be in alignment with our business strategy.

The LIXIL Group has been a signatory of the United Nations Global Compact (UNGC) initiative since July 2013. In addition to supporting and implementing the ten principles of the UNGC in the areas of human rights, labor, the environment and anti-corruption, we are also taking action towards accomplishing the Sustainable Development Goals (SDGs) established by the UN, with a target date of 2030. These goals include aims such as to "ensure healthy lives and promote wellbeing for all at all ages" and "ensure access to sanitation for all".

For example, we have been working to tackle the global sanitation and hygiene crisis. Even today, 2.4 billion people ? one in every three people ? are estimated to be living without access to proper sanitation globally. To help resolve this issue, we developed our innovative SaTo™ ("safe toilet") products in 2013 and have provided access to safe and hygienic sanitation to over 8 million people in over 10 countries. To accelerate our efforts, we launched a dedicated business unit in 2016 with the target of enabling improved access to sanitation and hygiene for 100 million people by the year 2020.

We also consider environmental challenges, such as water conservation and environmental protection, to be critical to today's business agenda. As a "Living Technology" company, our environmental strategy pledges that LIXIL will provide environmental solutions through our products and services.

To mitigate global climate change, the Paris Agreement set a long-term ambition to achieve a balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases in the second half of this century.

In order to contribute to this carbon-neutral future, LIXIL Group created a new Environmental Vision. By 2030, the positive environmental contribution from our products and services will surpass the environmental footprint from our entire business process, thus achieving a NETZERO environmental footprint. We will achieve this through innovative technologies, such as low-carbon and water-efficient technology, and also by reducing environmental impact in every process of the business, including procurement, production, product use and disposal.

We are committed to engaging on global issues leveraging our global network, expertise and experience, and contributing to improving people's comfort and lifestyles. We are committed to engaging on global issues leveraging our global network, expertise and experience, and contributing to improving people's comfort and lifestyles.

Director, Representative Executive Officer, President & Chief Executive Officer (CEO),
LIXIL Group Corporation
Kiyao Sato

Message from the Corporate Responsibility (CR) Committee
Chairperson

As a global citizen, we are more engaged on social and environmental issues today than ever before, and we are committed to creating a positive impact on society through our responsible business operations and sustainable innovations.

In the fiscal year ended March 2016, we updated our corporate responsibility (CR) strategy to ensure that it is truly global in scope, covers broader issues, and includes bolder commitments. The new strategy was developed, and material CR issues were selected, by evaluating current global needs and stakeholders' expectations and identifying the areas where those needs intersect with LIXIL's expertise and business strategy.

We believe that corporate responsibility is core to LIXIL's long-term success, and therefore our CR strategy must align with our business strategy. With this belief, our CR committee structure has been renewed to reflect the operating model established in the previous fiscal year. Under the new structure, CR priority issues are owned by their respective executive leaders, which ensures swifter action and tighter integration of business and CR strategy.

As we strive to become the world's most valued, innovative and trusted living technology company, there is still more that we can and must do to make positive, lasting contributions to the global community. Under our revamped CR strategy, we will demonstrate our long-term commitment to tackling global issues.

Executive Officer and Senior Managing Director, Public Affairs, Investor Relations, External Affairs,
Corporate Responsibility,
LIXIL Group Corporation
Jia Seng Meenasee

Commitment to the UN Global Compact

The LIXIL Group signed the United Nations Global Compact (UNGC) in July 2013 in full support with the principles set out in the framework. Our corporate philosophy is to contribute to improving people's comfort and lifestyles. To fulfill that aim through our operational activities, we are driving a range of RAD and various initiatives to help resolve global sanitation and hygiene problems as well as other social and environmental issues.

To meet and exceed society's expectations for the LIXIL Group, we must take active leadership as a comprehensive living and housing solutions company. We will not only put the UNGC's 10 Principles into practice, but also assist the UN efforts towards achieving the Sustainable Development Goals by providing our expertise in areas of sanitation to help create a safe living space for all.



The Ten Principles

HUMAN RIGHTS



LABOUR



ENVIRONMENT



ANTI-CORRUPTION



Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights, and

Principle 2: make sure that they are not complicit in human rights abuses.

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining,

Principle 4: the elimination of all forms of forced and compulsory labour,

Principle 5: the effective abolition of child labour, and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Principle 7: Businesses should support a precautionary approach to environmental challenges,

Principle 8: undertake initiatives to promote greater environmental responsibility, and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

[United Nations Global Compact >](#)
[United Nations Sustainable Development Goals >](#)

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LIXIL is committed to enhancing living spaces through innovative responsible engagements and initiatives around the world.

At LIXIL, we believe that our living spaces - the environment where we live, work and play - are critical to our daily lives and wellbeing. As a result, we are committed to ensuring that the growth of our businesses contributes to improving the quality of people's lives, by delivering safe and comfortable products and services through responsible and sustainable innovations. Leveraging the scale and expertise of our four core technology business units, we are focused on making a positive impact in the communities in which we operate and on matters that require urgent action:

[Process of Identifying the Three Strategic Pillars >](#)

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1.Global Sanitation & Hygiene



Promote and enable access to safe and hygienic sanitation practices, especially for women and girls, while preventing the harmful transmission of diseases for children.

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2.Water Conservation & Environmental Sustainability



Conserve water, energy, and other natural resources utilized in and by LIXIL products and services, including in the supply chain, production, distribution and during end use.

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3.Diversity & Inclusion



Embrace the diversity of people in society and within LIXIL. This includes enhancing quality of life and wellbeing for the elderly and the physically disabled through LIXIL products and services, as well as harnessing the intelligence and perspectives of LIXIL's diverse workforce, as an engine for growth and innovation.

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LIXIL Vision for Sustainable Living

Our Corporate Responsibility Mission
To be the most trusted company by enhancing living spaces
through innovative, responsible engagements and initiatives around the world

Global Sanitation & Hygiene	Water Conservation & Environmental Sustainability	Diversity & Inclusion
<p>Change and enable access to safe and hygienic sanitation practices especially for women and girls, while preventing the harmful transmission of diseases for children.</p> <p>"100 Million People"</p> <p>By 2025, increase the lives of 100 million people through sanitation and hygiene initiatives.</p> <ul style="list-style-type: none"> Provide research and development of products that actively contribute to improving sanitation issues. Create a business that improves sanitation facilities in developing countries around the world. 	<p>Conserve water, energy, and other natural resources utilized in and by LIXIL products and services, including in the supply chain, production, distribution and during end use.</p> <p>"Net Zero"</p> <p>By 2050, achieve a net zero balance between LIXIL's environmental footprint and the positive environmental contributions created through our products and services.</p> <ul style="list-style-type: none"> Design products and services with consideration to people, impacts and environmental effectiveness, and increase the sales share of the product portfolio. Lower the environmental burden of the overall business process by improving energy and water efficiency and resource recycling. 	<p>Embrace the diversity of people in society and within LIXIL. This includes enhancing quality of life and wellbeing for the elderly and the physically disabled through LIXIL products and services, as well as harnessing the intelligence and perspectives of LIXIL's diverse workforce, as an engine for growth and innovation.</p> <p>"Embrace the diversity of people in society and within LIXIL"</p> <ul style="list-style-type: none"> Create more inclusive products, particularly to support the elderly and people with disabilities. Implement internal diversity initiatives around the world.

Our strategy stands upon a foundational commitment to ethical business practices

Governance Enhance LIXIL's governance to maximize our corporate value.	Fair Business Practices Engage all employees and efforts in our business operations with a high standard of corporate ethics.	Human Rights Advance human rights across the business to realize a responsible corporate citizen.	Labour Practices Build a strong cooperation and business relationship with our partners that respect their labor practices.	Quality and Satisfaction Strengthen relationship with customers through our products and services.	Supply Chain Through responsible management of the overall supply chain, ensure the quality and safety of products and services.	Stakeholder Engagement Proactively engage with LIXIL's key stakeholders.
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CR Management Structure

LIXIL's Corporate Responsibility (CR) Committee was established to align with the technology business operating model that was established in June 2015. The CR Committee succeeds the CSR Promotion Committee, which had been in place since 2012, and works to ensure swifter action in response to economic, environmental and social sustainability issues.

Management leadership and coordination with the technology businesses is critical to achieve prompt and appropriate actions. Accordingly, Executive Officers in charge of the corporate functions, namely HR, Legal, Public Affairs, Finance, Quality, Environment, Technology, and R&D, as well as representatives from each of the technology businesses have been appointed as members of the CR Committee.

The outcomes from CR Committee meetings are presented to LIXIL Group's Board of Directors and Executive Officers Committee for final approval, and decisions are immediately communicated down from the Executive Officers to the respective functional divisions and swiftly executed.



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Material Issues Selection Process



List of LIXIL Group's Material Issues

Category	Material Issues *Highlights issues that require focused priority action	Background and Reason
Governance	Corporate governance*	As a global company, maintaining strong corporate governance practices is of critical importance to LIXIL. It is also an issue that has become of increased interest to our shareholders with the adoption of Japan's Corporate Governance Code in 2015. While expanding our global reach, our corporate governance was put to test in 2015, when we discovered accounting irregularities at an overseas subsidiary. To prevent recurrence of such incident and solidify our operating foundation, we must further advance our efforts to strengthen our corporate governance, compliance, and risk management systems.
	Compliance*	
	Risk management*	
	Information security	
	Taxation strategy	
Fair Business Practices	Anti-corruption*	Corruption is detrimental to the development of a sustainable society. Global scrutiny towards bribery and fraud is intensifying, and extraterritorial application of penalties is increasing rapidly.
	Transparent political relations	
	Fair business	
Human Rights	Human rights due diligence*	With the UN's adoption of Guiding Principles on Business and Human Rights clarifying the responsibility of companies to uphold human rights, protecting and respecting human rights both within the LIXIL Group and across its entire sphere of business influence have become a greater priority.
Labor Practice	Diversity and equal opportunity*	With global expansion, our business and organizational structure have become more complex and diverse. We therefore need to grasp and manage appropriately risks related to occupational health and safety across the Group.
	Occupational health and safety*	
	Employee hiring and retention	
	Labor-management relationship	Diversity is vital to innovation. Companies worldwide are increasingly focused on attracting and retaining high-caliber employees. We are actively promoting diversity in line with the LIXIL Diversity Declaration, but we need to push ahead further in pursuing this cause.
	Working environment	
	Talent development	
Quality and Satisfaction	Product safety*	Product safety is a top priority for the LIXIL Group as a manufacturer. Serious product defects can cause customer anxiety and greatly affect the reliability and reputation of our products.
	Customer satisfaction	
Environment	Greenhouse gas reduction*	The adoption of the Paris Agreement to combat climate change by 196 parties has shaped a clear direction towards future decarbonization. Global water shortage is intensifying and we need to do more to protect water, energy and other natural resources throughout the LIXIL Group value chain, from procurement to production, distribution, product use and disposal.
	Water conservation*	
	Sustainable use of raw materials*	
Supply Chain	Supply chain management*	Stakeholder interest in responsible supplier management has grown in line with the development of international standards on sustainable procurement. The LIXIL Group's manufacturing footprint expands across Japan, China and the Asia-Pacific, as well as, Europe, North and South America, and the Middle East, and we need to do more to promote responsible supplier management.
Stakeholder Engagement	Stakeholder engagement and collaboration*	The UN Sustainable Development Goals have galvanized companies into helping solve social problems. As a comprehensive living technology company, we need to cooperate with stakeholders and focus more on R&D designed to help solve social issues, such as aging society, hygiene and the environment.
	R&D for solving social problems*	
	Contribution to Global Sanitation & Hygiene*	

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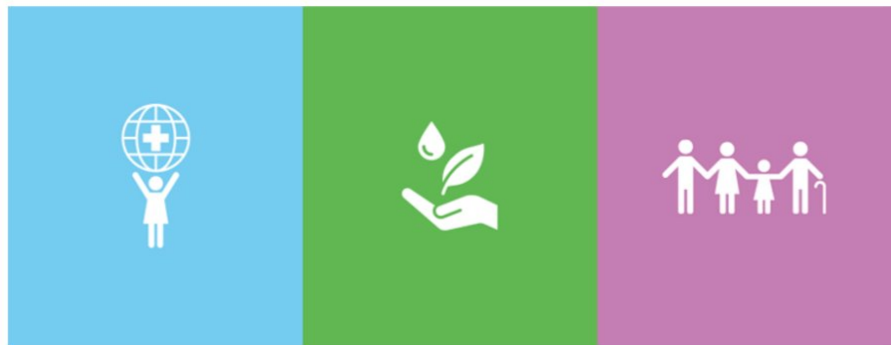
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Global Sanitation & Hygiene

We are committed to providing solutions to enable access to safe and hygienic sanitation practices, especially for women and girls, as well as prevent the harmful transmission of diseases for children.

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Water Conservation & Environmental Sustainability

We are committed to achieving a NETZERO Environmental Footprint, whereby environmental contribution from our products and services surpasses the environmental footprint from our entire business process, by 2030.

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Diversity & Inclusion

We are committed to embracing the diversity of people in society and within the LIXIL Group, and providing products and services that contribute to the quality of life of all people.

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LIXIL is committed to promoting and enabling access to safe and hygienic sanitation practices, especially for women and girls, while preventing the harmful transmission of diseases for children.

Background

In the world today, 2.4 billion people – one in every three people – are estimated to be living without access to proper sanitation, and 950 million people still defecate in the open on daily basis. An estimated 800 children under five years of age die every day from diarrheal disease caused by lack of hygienic water and sanitary living situations. Additionally, the lack of proper sanitation in schools continues to be one of the leading factors contributing to young girls dropping out of education early, thus creating a vicious cycle of lack of education and poverty. Not only is it embarrassing for women and girls to defecate in the open, but having to find a place away from home increases the risk of assault.

Activities

Supporting improved water resource management in urban areas

The Micro Flush Toilet System is a highly water-efficient toilet that uses only approximately one liter of water to flush. Through a partnership with the Japan International Cooperation Agency (JICA), LIXIL aims to bring this innovative toilet system to Kenya and to mitigate problems related to water resources and the environment in urban areas, where the population is rapidly increasing. If this toilet system were installed in 100,000 households in the city of Mombasa, Kenya, 2.5 million tons of water could be saved each year, equivalent to 11% of the total volume of water supplied to the city.

Waste treatment issues

Since 2008, LIXIL has worked on the research and development of an **ecological sanitation system (Green Toilet)** that enables safe treatment of human waste for recycling as fertilizers. The system does not use water for the transportation of human waste and therefore will not pollute groundwater or other water resources. Through its partnership with JICA, LIXIL will pilot and promote its ecological sanitation waterless toilet system for the ever-increasing number of houses in Kenya's urban city suburbs, with the goal of reducing inappropriate treatment of human waste and open defecation.

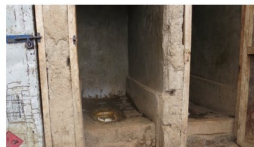
Preventing open defecation and the transmission of disease and odors

American Standard is currently field-testing three new models of its patented **SaTo ("Safe Toilet")** products that help reduce the transmission of disease and odors from traditional open pit latrines. As result of the Company's 2013-2014 buy-one/give-one commitment to U.S. purchasers of its Champion toilets, more than 810,000 of the first SaTo pan models have been distributed and installed in seven developing economies, improving the lives of more than four million people. Plans are underway to expand the availability of these products across more geographies.



Improvement of school toilets

LIXIL has rebuilt and donated modern sanitation infrastructure to approximately 200 schools in Kenya, China, India, Philippines and Vietnam since 2013. In some developing economies, the lack of proper sanitation in schools is one of the leading factors contributing to young girls dropping out of education early. LIXIL's investment in schools such as the Tinas School in Nairobi, where a new toilet was opened this September, means that children, especially young girls, will be able to continue their education.



Before and after the installation of new toilets at Tinas School, Nairobi

In addition, to further the development of affordable and scalable solutions, LIXIL is also a steering committee member of the Toilet Board Coalition, which is a global coalition of leading companies, government agencies, sanitation experts and non-profit organizations that aims to develop sustainable and scalable solutions to address the sanitation crisis.

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LIXIL is committed to conserving water, energy, and other natural resources utilized in and by LIXIL products and services, including in the supply chain, production, distribution and during end use.

Background

Sustainable use of natural resources is ever more critical for our society, and given the nature of LIXIL's business there are multiple areas where our actions can make a difference. By 2030, approximately 47% of the world's population is expected to be living in areas of high water stress. Additionally, LIXIL's business is strongly linked to buildings, which account for 32% (24% residential and 8% commercial) of total global final energy use, and without action, energy use by buildings is estimated to more than double by 2050. With regards to other natural resources, aluminum, one of LIXIL's important raw materials, has been identified as one of the priority material in the metals category and requires urgent attention.

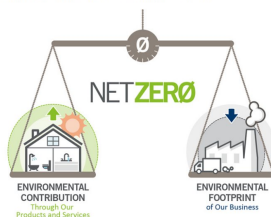
Activities

LIXIL Group Environmental Strategy

LIXIL Group considers environmental challenges, such as water conservation and environmental protection, to be one of the most important business agendas. As a 'Living Technology' company, we are committed to our Environmental Strategy, which pledges that LIXIL will provide environmental solutions through our products and services.

Environmental Vision 2030

To mitigate global climate change, the Paris Agreement set a long-term ambition to achieve a balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases in the second half of this century. In order to contribute to this carbon-neutral future, LIXIL Group created a new Environmental Vision. By 2030, the positive environmental contribution from our products and services will surpass the environmental footprint from our entire business process. Thus, achieving a NETZERO Environmental Footprint. We will achieve this through innovative technologies, such as low-carbon and water-efficient technology, and also by reducing environmental impact in global process of the business, including procurement, production, product use and disposal.



Core Environmental Strategy Themes

To achieve our Environmental Vision, we are focused on three core areas, based on clearly defined targets and actions plans.

1. Climate change mitigation and adaptation
2. Conservation of water resources
3. Sustainable use of resources

Environmental Sustainability Principles

The Environmental Sustainability Principles cover five key areas as outlined below and guide the actions of all LIXIL employees. From procurement, production, product use and disposal, we are committed to creating a sustainable society throughout every aspect of our business, and taking responsible actions to respect our environment.

LIXIL Group Environmental Sustainability Principle (PDF) >

1. Continually improve environmental management systems and performance
2. Adhere to rigorous compliance
3. Develop and provide environmentally sound products and services
4. Reduce environmental impact in every process of the business operation
5. Proactively communicate with all stakeholders

2020 Mid-term Targets

Targets and KPI		Action Plans for Addressing Environmental Issues		
		Mitigating and adapting to climate change (Greenhouse gas reduction)	Water conservation	Sustainable use of resources
1. Improve environmental value of products and services Secure a reduction of CO ₂ emissions by 40% ~ FY2016	R&D	Engage in R&D and develop products that help resolve environmental issues		
	Product development	<ul style="list-style-type: none">Define what constitutes LIXIL Group's global "product CO₂ emissions by products and the decrease in CO₂ emissions", establish reporting lines, and set KPI and targets (FY2016)Achieve KPI targets within all technology businesses that are linked to the targeted 40% decrease in product CO₂ emissions (FY2017-FY2020)Pursue Design for Environment, taking into account the entire product lifecycle		
	Sales	<ul style="list-style-type: none">Focus on sales expansion strategies for eco-friendly products and services		
	Procurement	<ul style="list-style-type: none">Cooperate with and encourage suppliers to fully embrace responsible procurement, reduce their environmental footprint and disclose information		
	Manufacturing	<ul style="list-style-type: none">Reduce CO₂ emissions by 8% (reduce energy use by 5%)Improve water use efficiency ⇒ Assess our water usage, evaluate the risk, identify high-risk facilities, and build action plans starting with high risk facilities		
2. Reduce environmental footprint across all operational processes Reduce CO ₂ emissions by 8% ~ FY2015	Logistics	<ul style="list-style-type: none">Improve consigners' CO₂ emissions by 5%Achieve 95% or more recycling of waste		
	Sales	<ul style="list-style-type: none">Reduce electricity charges or overall cost of utilities by 5%		
	Product use & disposal	*See Product Development in Section 1 above		
3. Build an effective environment management system		<ul style="list-style-type: none">Strengthen governance, including the committee framework, reporting lines, and Group-wide rules and regulations etc.Maintain zero compliance violations (requiring administrative guidance or incurring a penalty)Establish and achieve an environmental risk management plan taking into account locality and economic viability		
-Ensure strict compliance				
-Strengthen risk management				

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Background

By 2050, more than one in every five people around the world are projected to be over the age of 60, with many living either alone or with their spouse only. Approximately 15% of the world's population today has some sort of disability, and this rate is increasing every year. In Japan, female participation in the workforce is still low compared to other countries, despite the fact that multiple researches suggest that gender diversity correlates with less volatile and improved financial performance of corporations.

Activities

Universal Design by LIXIL

LIXIL engages in research and development for products and services factoring in various points of view, to help comfortable and fruitful lives for people of all ages.



Toilets

Dim light



Baths

Push-type faucet



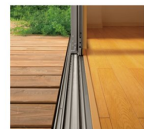
Dressing room

Wash-stand for wheelchairs



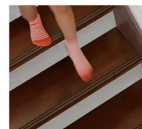
Kitchen

Touch-less faucet



Living Room

No-rail window sash



Stairs, corridors, entrance halls

Stairs with slipping prevention mechanism



Entrance porch / exterior

Linear sliding system



Public toilets

Large remote controls



Town

Support rail UD

Facilitating the development of next-generation solutions to support the greying society

LIXIL has signed an agreement with the Stanford Center on Longevity in the U.S. to support "The Stanford Center on Longevity Design Challenge", a global competition aimed at encouraging students to design products and services to improve the lives of older adults.

Currently in its third year, the Stanford Center on Longevity Design Challenge invites university students from all over the world to submit designs for new products and services that encourage everyone to live longer, fuller lives. Under the contest theme of this year, "Using Happiness to Optimize Longevity", the design challenge is divided into three categories: Mind, Mobility and Financial Security. LIXIL will participate in the Design Award as a judge as well as an advisor to finalists that will be selected during the judging period of December 2015 through January 2016.

LIXIL has long been a leader in Japan in the development of practical housing and building solutions to support the lives of Japan's fast-aging society. By engaging with the Stanford Center on Longevity on this competition, LIXIL aims to leverage its technologies and solutions to inspire even greater innovations to empower older adults to lead safer, healthier and more active lifestyles, both inside their homes and in their community.

Promoting Diversity

LIXIL Group has made a "LIXIL Diversity Declaration" and promised to promote diversity among all employees. As we seek to achieve true globalization and increase the strength of the Group, it is essential that we build a corporate culture that possesses creativity and energy. At LIXIL Group, we promote diversity across the entire Group with the aim of achieving "Respect Diversity", "Provide Equal Opportunities" and a "Implement Meritocracy".

LIXIL Diversity Declaration

The corporate culture of LIXIL is marked by a commitment to become a company that utilizes energy and innovation generated by diversity for its businesses. We also aim to create an environment where people are always looking forward and will achieve better results by continuously clearing self-imposed hurdles.

1. Respect Diversity

We will welcome differences among genders, ages, races, cultures, nationalities, beliefs, and backgrounds. Energy and creativity generated by open and passionate discussion can be used as a source of competitiveness.

2. Provide Equal Opportunity

We will provide equal opportunities and occasions to anyone that tries to demonstrate a positive and proactive attitude, regardless of background.

3. Implement Meritocracy

We will fairly evaluate how much one puts "LIXIL VALUES" into practice and how much one performs.

Strong LIXIL



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We are committed to respecting the individuality of all employees and offering a rewarding working environment.

A Fair & Rewarding Workplace

We are focused on creating a rewarding working environment that invigorates employees.

[more >](#)

Talent Development

We aim to become a company that is trusted by society and which our employees are proud of by providing employees with talent development opportunities focused on leadership.

[more >](#)

Performance

Data on the number and composition of our employees.

[more >](#)

Work Safety & Well-being

We are committed to realizing an accident-free, ideal working environment to ensure health and safety of all employees.

[more >](#)

Diversity & Equal Opportunity

We are committed to driving growth and innovation, by cultivating a culture that respects diversity and allows the contribution of each and every employee.

[more >](#)

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The LIXIL Group strives to be a company that is trusted by society and which our employees are proud of by promoting a rewarding working environment, developing a strong corporate culture, and fostering an open atmosphere between the union and the company.

Action type	8/1	Target for FY2018	Target for FY2017
Conduct regular employee assessments survey across the Group	Implementation of the global employee assessment survey across the Group (100%)	Group full implementation of action plans derived from the 2016 global employee assessment survey across the Group (100%)	Group full implementation of action plans derived from the 2015 global employee assessment survey across the Group (100%)
Hold regular discussions between the union and the company	The percentage of paid leave taken at LSI, Corporation and the percentage of meetings of the Central Labor Relations Committee annually in FY2018 (100%)	Over 90% of paid leave taken at LSI, Corporation (100%) Over 100 meetings of the Central Labor Relations Committee annually in FY2018 (100%)	Over 90% of paid leave taken at LSI, Corporation (100%) Over 102 meetings of the Central Labor Relations Committee annually in FY2017 (100%)

To fulfill our corporate vision "to be the world's most valued, innovative and trusted living technology company by 2025", the LSI Group is focused on nurturing a globally competitive corporate culture that champions meritocracy, diversity, and equal opportunities, and promoting management that invigorates employees. To foster such culture, we strive to create a working environment that is rewarding for a diverse workforce and respects human rights.

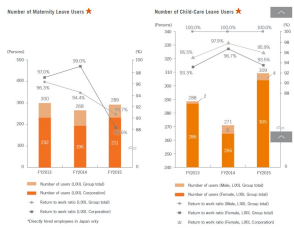
In recruiting employees, we ensure a fair and equitable selection process and focus on seeking talents who share our LIXIL Values. To enhance the competitiveness and efficient execution of our global businesses, we actively recruit employees from diverse nationalities, as well as offer opportunities to talents in our various overseas subsidiaries.

Foster a Strong Corporate Culture	Enhance Employee's Engagement to Strengthen Performance
<ul style="list-style-type: none"> • Enhance transparency • Respect diversity • Provide equal opportunities 	<ul style="list-style-type: none"> • Fostering ownership of human resources within line management • Motivate employees through effective resource management • Develop employees potential with stretch goals • Motivate employees to tackle new challenges

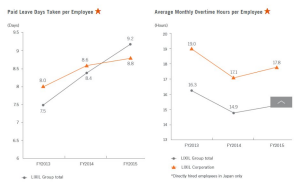
The LIXIL Group strives to be a company that is trusted by society and which our employees are proud of

In order for the rapidly evolving UOI Group to achieve further growth as One UOI, we believe it is increasingly important to understand our current situation and actively incorporate employees' views in building new frameworks and improving working environments. Accordingly, from FY2015, we have combined the employee awareness surveys that were previously conducted separately within each group subsidiary into one global survey. We are now collecting comprehensive data on the level of the employees' understanding of our corporate vision, day-to-day work-related issues, satisfaction, as well as engagement. Over 66,000 employees around the world responded to the first survey providing feedback from 90% of our global workforce. Based on the survey results, each business function is aware of its own issues and are implementing and following-up on action plans. Also, we have set up a global cross-functional project to address Group-wide issues.

The LIXIL Group seeks to build a rewarding working environment in which each and every employee can perform to one's full potential. Holding active Work-Life Flexibility (WLF) Advisory Discussions between the union and the company, LIXIL Corporation is committed to enhancing the necessary systems and cultivating the right atmosphere. We will support employees in maintaining a healthy work-life balance throughout various life events (childbirth, childcare, nursing care, etc.), and facilitate employees to continue performing optimally at each stage of their lives.



The LXXI Group seeks to optimize working hours to ensure that employees can work in efficient and productive ways. To encourage employees to actively reduce overtime, LXXI Corporation has designated Wednesdays to be a no-overtime day and has implemented an advance declaration policy for overtime. From FY2015, managers, as well as staff, are required to carefully manage their working hours. Employees who consistently work long hours are interviewed by an industrial physician to prevent mental / physical health issues. We aim to increase paid-leave usage to 100% or more and have introduced measures such as memorial leave for personal anniversaries to help encourage employees to take time off. In FY2015, paid-leave usage was 45%.



The LIXIL Group believes that building mutual trust between the union and the company based on an equal relationship that helps create a rewarding workplace and leads to improved business performance.

UNIO Labor Union, which adopts a union shop system for all permanent employees of UNIO Corporation, is comprised of 23,973 registered members as of March 31, 2016. Labor-management consultations take place in the form of regular discussions and information sharing on business status, working conditions, health and safety issues, etc., and the union and the company work together to resolve issues. When there are changes to working conditions and/or other systems being introduced or revised through labor-management consultation, the union and the company cooperate to ensure employee awareness of the changes. This is facilitated through posting the information on the corporate intranet, cascading down by the relevant general affairs department, and the union distributing its own Union

FX2015 data indicated with a ★ has received the independent practitioner's assurance
[Scope and details >](#)

- `LOOKUPVALUE`

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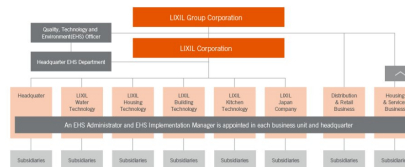
The LIXIL Group has built a Group-wide occupational health and safety management system to protect all employees, and is working to expand its scope.

Action plan	KPI	Target for FY2016	Target for FY2017
Build a common Group Environment, Occupational Health and Safety (EHS) management system.	<ul style="list-style-type: none"> Group-wide coverage of EHS management system (%) 	<ul style="list-style-type: none"> Set up a Group EHS Committee. Formulate Group-wide operational rules (EHS manual, EHS emergency response guidelines, EHS governance inspection guidelines). Start collecting and disclosing Group-wide EHS performance data. 	<ul style="list-style-type: none"> Extend the implementation of EHS management system to 95% across the Group.

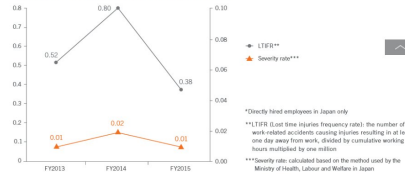
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The LIXIL Group, in our Group Charter of Corporate Behavior, commits to "promoting the mental and physical well-being of all workers by prioritizing safety to realize an ideal accident-free working environment." To this aim, we have introduced an occupational health and safety management system and implemented a PDCA approach to help prevent accidents at work. We also have a Health and Safety Committee in each business segment, which discusses health and safety issues on a regular basis to help generate continuous improvements.

We have also focused on building and expanding an effective Group-wide management system for occupational health and safety. In July 2015, we appointed health and safety administrators and implementation managers within each of our business units in Japan (each technology businesses, LIXIL Japan Company, Distribution & Retail Business and Housing & Services Business) and the headquarters, and set up the Japan Health and Safety Committee. In April 2016, the committee's scope was broadened to incorporate environmental areas and became the Group Environment, Health and Safety (EHS) Committee, chaired by the Executive Officer in charge of Quality, Technology and Environment.



Severity Rate and Lost Time Injuries Frequency Rate ★



OIFR (FY2015) ★

OIFR % 0.00

*Directly hired employees in Japan only
 *OIFR: Occupational Illness Frequency Rate

Working to Eradicate Work-Related Accidents

LIXIL Corporation conducts safety training in each plant to improve workers' awareness of safety issues, and the safety research groups at the plants conduct regular inspections of machinery and facilities and risk assessments to identify and eradicate any risk factors. In addition, the production division provides training sessions (Anzen Dope) in which staff at all levels experience simulations of actual past accidents. Participants learn the importance of safe behavior by gaining first-hand experience of the dangers of getting caught or rolled-in by production machineries that are in actual use. So far, 2,600 employees have participated in these training sessions.



Employee Health Management

Working with the LIXIL Health Insurance Society, LIXIL Corporation seeks to ensure the wellness of employees by promoting health awareness and providing opportunities to prevent illnesses and improve fitness.

All employees undergo annual medical check-ups, and employees with high risk of lifestyle-related diseases are encouraged to visit a doctor to prevent their symptoms from worsening. The LIXIL Health Insurance Society covers basic medical examination fees for both employees and their dependents.

We are also focused on caring for mental health, which is important in ensuring overall wellness of employees. We have specialist industry physicians at our major business sites, and offer mental health management training for managers to help create a working environment conducive to early detection and early treatment. We also conduct seminars and stress checks to ensure all employees have the correct knowledge to help themselves, and offer a Workplace Reinstatement Program to help employees who have been on sick leave to facilitate their return to the workplace.

Number of Seminar Participants

	FY2013	FY2014	FY2015
Mental health seminars	230 (10 seminars)	311 (12 seminars)	413 (19 seminars)
Mental health management trainings for managers	125	96	139

*LIXIL Corporation only

FY2015 data indicated with a ★ has received the independent practitioner's assurance.

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As part of our quest to be a company that is trusted by society and which our employees are proud of, the LIXIL Group is committed to providing each and every employee with development opportunities focused on leadership potential.

Action plan	KPI	Target for FY2016	Target for FY2017
<ul style="list-style-type: none">Hold regular leadership training programs, both in Japan and across the Group.Optimize training programs, both in Japan and across the Group.	<ul style="list-style-type: none">Number of employees participating in leadership training	<ul style="list-style-type: none">Increase the number of employees participating in leadership training to: Group-wide G-ELT (50 employees) Japan G-ELT, G-ELT, FLT (200 employees in total)	<ul style="list-style-type: none">Increase the number of employees participating in leadership training to 210 employees.

Our Approach to Talent Development

LIXIL Corporation's talent development policy is to foster professionals with strong leadership skills who can operate effectively anywhere in the world. To this aim, we focus on three key areas. 1) development of next-generation leaders by selecting candidates from across all levels of our business, 2) professional development to boost the overall capability and expertise required within specific business groups and divisions, and 3) learning basic business skills as part of the fundamental training for next-generation corporate leaders and professionals.

Training System

LIXIL Corporation fosters next-generation corporate leaders and professionals through our unique educational system, the LIXIL Academy (internal). The LIXIL Academy is comprised of three closely inter-linked training institutions.

1.Global Leadership Institute

Focused development of next-generation corporate leaders and enhancing their presence

2.Professional College

Improving the overall capability and expertise of business units and functional divisions

3.Basic School

Basic skills training based on the needs of employees

Fostering Next-generation Corporate Leaders

LIXIL Corporation's Executive Leadership Training (ELT) is designed to strengthen the leadership skills of potential future corporate leaders. The one-year course offers employees at the senior manager level the opportunity to learn about leadership, business strategy and global business in residential workshops and personal coaching sessions. To encourage employees to think about leadership from an early stage, we also provide leadership training programs for managers and junior staff. In addition, we offer opportunities for junior staff to enroll in MBA programs to develop leadership and management skills and acquire an international mind-set. In FY2015, we held our first Global Executive Leadership Training (G-ELT) program to develop next-generation of global corporate leaders. We will monitor the effectiveness of G-ELT and facilitate future improvements.

Leadership Training Structure



Training and education support programs conducted in FY2015 (including overseas business)

Item	Training summary	Number of participants
New employee training	Basic training for employees newly entering the company	316
Training by corporate positions	Training to develop skills and capabilities required at each position level	697
Global Executive Leadership Training (G-ELT)*	Target: Senior managers/Executives across the Group globally Objective: Fostering global corporate leaders	31
Executive Leadership Training (ELT)*	Target: Senior managers (candidates to become executive officers) Objective: Pursuing global leadership	47
Senior Leadership Training (SLT)*	Target: Managers Objective: Cultivating deeper understanding of values and acquiring management skills	47
Junior Leadership Training (JLT)*	Target: Assistant managers Objective: Nurturing determination and basic skills required to be a future leader	88
Fresh Leadership Training (FLT)*	Target: Junior employees Objective: Developing young leaders	47
Management training	Training for employees being promoted to management positions	128
Division training	Training in each division to develop skills and capabilities respectively required for product development, production, sales, and other lines of work	10,168

*Includes LIXIL Corporation and its subsidiaries

Annual training hours and costs per employee (FY2015) ★

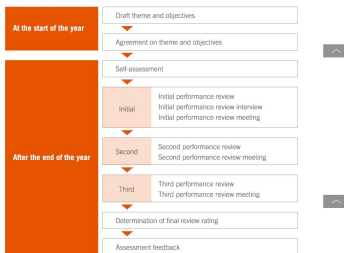
Overall training	Training hours 18.7 hours	Training costs 66,718 Yen
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*Directly hired employees in Japan only

Evaluation Framework

LIXIL Corporation evaluates all employees based on merit. Employees are required to assess their own achievements against objectives set at the beginning of the year, to which managers provide feedback in appraisal meeting based on the result assessed in the performance evaluation process. We nurture development by reviewing annual performance and sharing expectations for the year ahead.

Performance Evaluation Flow



FY2015 data indicated with a ★ has received the independent practitioner's assurance.
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Scope of Data Collection

The LIXIL Group employee-related data covers LIXIL Group Corporation, its 5 operating companies¹⁾, LIXIL Corporation's 38 major subsidiaries (5 companies in Japan²⁾ and 23 group/subsidiaries outside Japan³⁾, LIXIL Living Solution Corporation's 4 major subsidiaries⁴⁾, LIXIL Group Finance Corporation's 1 major subsidiary⁵⁾ and The number of group and companies covered is 48 in total. While the majority of LIXIL Group Corporation's major subsidiaries as of March 31, 2018 are covered, please note that the scope of employee-related data differs from the scope of subsidiaries for the consolidated financial report.

¹⁾LIXIL Group Corporation and its consolidated subsidiaries and second-tier subsidiaries (sub-subsidiaries) are covered.

Operating companies of LIXIL Group Corporation¹⁾

LIXIL Corporation, LIXIL VIVA CORPORATION, JIC Corporation,
LIXIL Group Finance Corporation and LIXIL Living Solution Corporation

Major subsidiaries of LIXIL Corporation

-Consolidated subsidiaries in Japan²⁾

LIXIL Total Service Corporation, Kawachima Seikon Textile Co., Ltd., LIXIL Total Habitat Corporation, LIXIL SUZUKI SHUTTER CORPORATION, HATO CO., LTD., D TEROX Corporation, Kashi Tetsu Kenkyu Seisaku Kenkyu Co., Ltd., LIXIL Tetsu Kenkyu Co., Ltd., LIXIL RENOVAL Corporation, TMS Corporation, Ltd., Awaoka Co., Ltd., Shonene Corporation, Oita Tetsu Kenkyu Co., Ltd., Noh-Kyushu Tetsu Kenkyu Co., Ltd., and LIXIL ENERGY CO., Ltd.

-Consolidated subsidiaries outside Japan³⁾

Grinia Group, Permalux Group, TOTEX TRAI CO., Ltd., LIXIL Manufacturing (Siam) Corporation, LIXIL Vietnam Corporation, LIXIL GLOBAL MANUFACTURING VIETNAM CO., Ltd., LIXIL Thailand Public Co., Ltd., PT AMERICAN STANDARD INDONESIA, AMERICAN STANDARD VIETNAM CO., Ltd., LIXIL Hsinchu Industrial Products (Singapore) Co., Ltd., LIXIL Sanjiao Fitting Manufacturing (Suzhou) Corporation, LIXIL Building Materials Manufacturing (Suzhou) Corporation, LIXIL Korea Hn, Star Aubeat Private Limited, LIXIL SUZUKI Shutter Manufacturing Corporation, PT LIXIL ALUMINUM INDONESIA, LD TOTEX BM Co., Ltd., Taiwan HMX Corporation, LIXIL Philippines Ltd., Co., Ltd., International Pte. Ltd., LIXIL Hn Public Limited, A&D America Holding Corp., A&D SINGAPORE HOLDING PTE. LTD.

Subsidiaries of LIXIL Living Solution Corporation⁴⁾

-Consolidated subsidiaries in Japan:

LIXIL REALTY, Corp., JAPAN HOME SHIELD CORPORATION, LIXIL Housing Research Institute, Ltd., CLASSIS Corporation

Subsidiaries of LIXIL Group Finance Corporation⁵⁾

-Consolidated subsidiaries in Japan:

LIXIL Home Finance Corporation

Data Collection Method and Period

The number of employees is calculated on an original registration basis for each company, mainly as of March 31, 2018.

Employee Composition

In recruiting and hiring employees, the LIXIL Group respects human rights and is committed to ensuring a fair selection process, recruiting diverse talent irrespective of social group, and building a platform which allows diverse set of employees to contribute to their full potential.

Number of Employees by Type of Employment ★

		Number		Ratio (%)
Japan	Permanent staff ¹⁾	Male		28,220 24.7%
		Female		5,708 7.8%
		Total		23,928 32.5%
		Total		23,928 32.5%
	Non-permanent staff ²⁾	Male		2,854 3.5%
		Female		7,478 10.2%
		Total		10,092 13.7%
		Total		10,092 13.7%
	Indirectly employed ³⁾	Male total		20,824 28.3%
		Female total		13,186 17.9%
		Directly employed total		34,010 46.2%
		Indirectly employed total		2,512 3.4%
Outside Japan	Directly employed total	Japan total		36,522 49.6%
		Outside Japan		27,086 36.4%
		Grand total		73,608 100.0%

¹⁾ Permanent employee: employees under a labor contract without a fixed period of employment

²⁾ Non-permanent employee: employees under a labor contract with a fixed period of employment

³⁾ Indirectly employed: temporary sub-contracted staff

Number of Employees by Country ★

Country	Number	Country	Number
Japan	34,064	Indonesia	581
Thailand	8,022	Hong Kong	522
China	6,245	India	462
Mexico	4,012	Netherlands	392
Vietnam	3,631	Singapore	254
Germany	2,224	Other European Region	708
USA	2,706	Other Middle Eastern & African Region	563
South Africa	1,951	Other Asian Region	254
Italy	880	Other American Region	208
Portugal	627	Total	71,006

¹⁾ Directly employed

²⁾ Data collected according to location of employment or base region

³⁾ Other Asian Region cover Australia

⁴⁾ Other European Region cover Russia

Number of New Hires ★

	FY2013	FY2014	FY2015
	LIXIL Corp.	LIXIL Corp.	LIXIL Corp.
Permanent staff (new graduates)	950 (270)	443 (241)	818 (469)
Non-permanent staff	2,758 (643)	2,182 (561)	386 (561)
Total	3,708 (1,086)	3,000 (804)	1,450 (1,022)

¹⁾ Directly hired employees in Japan only

Number of Retirees and Turnover Rate ★

	FY2013	FY2014	FY2015
	LIXIL Corp.	LIXIL Corp.	LIXIL Corp.
Permanent staff	778 (385)	824 (427)	624 (290)
Turnover rate ¹⁾	3.32%	2.29%	3.41%
Non-permanent staff	2,372 (729)	2,473 (542)	1,818 (330)
Total	3,150 (1,114)	3,297 (969)	2,442 (620)

¹⁾ Directly hired employees in Japan only

²⁾ Turnover rate calculation method

The turnover rate is the number of employees as of April 1 of the fiscal year as a basis for comparison with the number of retirees through March 31 of the same fiscal year.

FY2015 data indicated with a ★ has received the independent practitioner's assurance.

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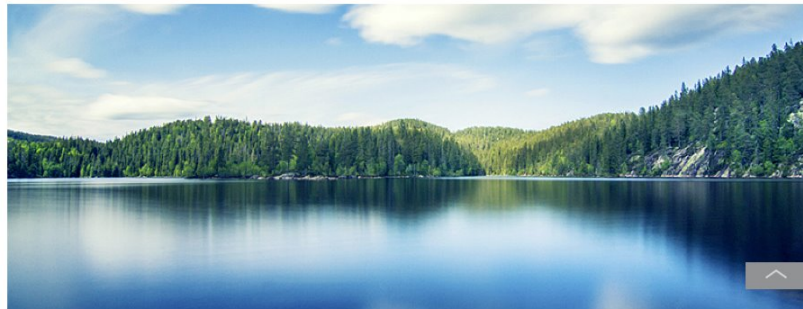
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With the desire to help people live in harmony with the earth, we are committed to continuing our efforts to be environmentally sound in every aspect of our businesses activities.

Environmental Management

We have set up a Group-wide management system and are focused on achieving our Environmental Vision 2030.

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Greenhouse Gas Reduction

We are committed to realizing a low-carbon/decarbonized society through the development of products and services and in our operational processes.

[more >](#)

Sustainable Use Of Resources

We promote the sustainable use of resources across the entire lifecycle of our products from procurement through disposal.

[more >](#)

Performance

Data on raw materials and energy used and CO2 and other waste emitted.

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Three Strategic Pillars

Water Conservation & Environmental Sustainability

We are committed to achieving a NETZERO Environmental Footprint, whereby environmental contribution from our products and services surpasses the environmental footprint from our entire business process, by 2030.

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In order to achieve our Environmental Vision 2030, the LIXIL Group has committed to reducing the environmental footprint of our business operations through launching a Group-wide Environment, Occupational Health and Safety (EHS) management system.

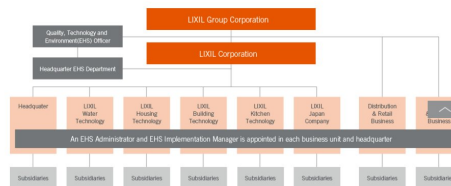
Action plans	KPI	Target for FY2016	Target for FY2017
Build a common Group EHS management system.	• Group-wide coverage of EHS management system (%)	• Set up a Group EHS Committee. • Formulate Group-wide operational rules (EHS manual, EHS emergency response guidelines, EHS governance inspection guidelines). • Start collecting and disclosing Group-wide EHS performance data.	• Extend the implementation of EHS management system to 95% across the Group.

Our Approach

In 2016, the LIXIL Group announced its Environmental Vision 2030 medium to long-term targets, and established the LIXIL Group Environmental Sustainability Principles to define our environmental philosophy and code of conduct. To date, the LIXIL Group has worked proactively to implement an effective environmental management system mainly in Japan to reduce environmental footprints across the entire supply chain from raw materials procurement through to product disposal. Going forward, we plan to extend this effort across the Group to further reduce our environmental impact. In April 2016, we established the EHS Performance Data Reporting Guidelines to strengthen our monitoring processes and management of our targets, and shared them among all Group companies.

Promoting EHS

In April 2016, the LIXIL Group launched the Group EHS Committee, chaired by the Quality, Technology and Environment Officer, covering all businesses, including our four technology businesses, LIXIL Japan Company, Distribution & Retail Business, Housing & Services Business, and the headquarters. Going forward, we plan to develop and broaden the scope of the Group EHS management system by driving our environmental strategy and building effective management and reporting lines, collaborating with LIXIL Group Executive Officers, the LIXIL Group Board, and the Corporate Responsibility Committee.



External and Internal Audits

The LIXIL Group conducts internal audits of its manufacturing factories according to ISO 14001 standards and checks the effectiveness and compliance of the environmental management systems. With regard to non-manufacturing divisions and Group operating companies, we perform internal audits based on the standards set in our own environmental management system and are gradually expanding the scope to Group subsidiaries. We work to expand the effective operation of our management system by following up on all audit points and confirming the implementation of appropriate improvements.

Major ISO 14001-certified operations

- LIXIL Housing Technology (Japan-based production and logistics facilities)
- LIXIL Water Technology SC Japan (Japan-based production facilities)
- LIXIL Kitchen Technology Japan SC (Japan-based production facilities)
- Kawashima Seikon Textiles Co., Ltd.
- Asahi Todem Exterior Building Materials Co., Ltd.
- LIXIL Housing Research Institute, Ltd.
- TOSTEM THAI Co., Ltd.
- TOSTEM THAI Co., Ltd.
- LIXIL Vietnam Corporation
- LIXIL Manufacturing (Dalian) Corporation
- LIXIL Vietnam Corporation
- LIXIL Sanitary fitting Manufacturing (Suzhou) Corporation
- LIXIL BUILDING MATERIALS MANUFACTURING (SUZHOU) CORPORATION
- American Standard Asia Pacific

Related principles:

- [LIXIL Group Environmental Sustainability Principle](#) >

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The LIXIL Group is focused on developing products and services that can help realize a low-carbon or decarbonized society, as well as actively reducing greenhouse gas emissions in its operational processes.

Action plan	KPI	Target for FY2016	Target for FY2017
<ul style="list-style-type: none">Pursue more environment-conscious product design and sales expansion strategies, taking into account the entire lifecycle of both products and services.Improve CO₂ emissions/units	Group-wide: 1. Benefits from CO ₂ emissions reduction achieved from the products and services 2. Levels of CO ₂ emissions across all operational processes	1. Create a guideline for calculating the decrease in CO ₂ emissions, to help us achieve our mid-term target for FY2016-20 (1.4 times more efficient than in FY2015), and monitor the FY2015 result. 2. Target -1.6% compared to FY2015, to achieve our mid-term CO ₂ emissions target for FY2016-20 (-8% v. FY2015).	1. In line with the CO ₂ emissions target for FY2016-20 (1.4 times more efficient than in FY2015), achieve our goal for FY2017 (1.4 times more efficient than in FY2015). 2. Target -3.2% compared to FY2015, to achieve our mid-term CO ₂ emissions target for FY2016-20 (-8% v. FY2015).

*1 and 2 include water conservation data on indirect CO₂ emissions and the decrease in CO₂ emissions when using water.

Improving Energy Efficiency of Products and Services

LIXIL's high-performance LEGARIS sash windows

LEGARIS five-layer glass sash windows are designed to provide thermal insulation that is almost as efficient as walls. The window's structure of encapsulating high-performance gas between special thin sheets of glass keeps the window clear while achieving a record-breaking insulation efficiency of 0.55 W/m²·K, and weighing the same as a regular triple-layer glass window. We will actively develop products using this superior-performance window technology derived from consistent technical innovation, and aim to make high-performance windows account for 70% or more of our total share of windows by 2020.



High-performance LEGARIS window

GROHE SilkMove® ES

The GROHE SilkMove® ES single-lever mixer not only offers GROHE's renowned smooth handling, but is environmentally friendly as well. While most single-lever mixers release mixed hot and cold at mid-lever position, the cold-water start design of Single-lever mixers with GROHE SilkMove® ES technology allows cold water flow in mid-lever position and hot water by moving the lever up to 90 degrees left of the mid position, thereby saving energy through reduced unconscious use of hot water.

GROHE SilkMove® ES >



Cold water flows in mid-lever position, hot water when turned to the left.

Permasteelisa mfree-SCCF

Introduced by Permasteelisa in 2008, mfree-SCCF (moisture free Sustainable Close Cavity Façade) curtain walls feature double-skin glass walls with compressed-air internal cavity. The Permasteelisa Group proprietary technology offer outstanding performance from the perspectives of ecological sensitiveness, comfort, and aesthetic appeal. Many buildings with these curtain wall exteriors have received acclaim and certification by green building rating systems such as Leadership in Energy and Environmental Design (LEED) and the Building Research Establishment Environmental Assessment Method (BREEAM).

Promoting Energy Creation and Saving

Establishing a solar power system

LIXIL Corporation is promoting the creation and use of renewable energy by turning idle land and factory roofs into mega solar power plants at five of its sites in Japan. The LIXIL Chita Solar Power facility, which began operating in April 2016, is expected to generate approximately 6,000MWh annually, enough to power 1,200 households.



Energy savings at manufacturing sites

GROHE improved its energy efficiency by 3% year-on-year through 2014 by modernizing factory equipment, streamlining manufacturing processes, appointing energy officers and introducing cogeneration systems. In 2015, GROHE's Hemer factory in central Germany managed to supply 13% of its energy requirements through its cogeneration system and reduce CO₂ emissions by 10%. GROHE will promote further energy savings and seek ISO 50001 certification on Energy Management Systems.

Climate Change 2016 Information Request

From 2011, LIXIL has been participating in the CDP questionnaire and actively disclosing our non-financial information to investors. For the latest report, please see the link. >

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The LIXIL Group promotes the sustainable use of water and raw materials across the entire lifecycle of our products from procurement through disposal.

Action plan	KPI	Target for FY2014	Target for FY2017
▶ Reduce water consumption	Group-wide emissions from CO ₂ emissions reduction achieved from the products and services	1. Create a guideline for reducing the decrease in CO ₂ emissions, to help us achieve our short-term target for FY2014 and FY2015, and monitor the FY2015 result.	1. In line with the CO ₂ emissions target for FY2015-2017, 4 times more efficient than in FY2013, achieve our goal for FY2017 1.4 times more efficient than in FY2013.
▶ Improve efficient use of water resources	2. Lower CO ₂ emissions across all operational processes	2. Target -1.6% compared to FY2013, to achieve our mid-term CO ₂ emissions target for FY2015-2017 (4% v. FY2013).	2. Target -2.0% compared to FY2013, to achieve our mid-term CO ₂ emissions target for FY2015-2017 (4% v. FY2013).

*1 and 2 include water consumption data on indirect CO₂ emissions and the decrease in CO₂ emissions when using water.

Enhancing the Water-saving Features in Products and Services

LIXIL single-unit SATS 6-type toilet

SATS 6-type water-saving toilet, released in April 2016, uses only 4 liters of water per flush to clean the toilet bowl completely. The newly developed AQUA CREAM technology also prevents the bowl from being stained by waste, feces, urine and excreting and scrubbing and use of brushes. The technology makes the toilet easy to maintain as well with less regular care, considerably reducing the amount of water and detergent needed for cleaning.



Water-saving faucet technology

GS&C developed the EcoDry® technology to help reduce water and energy consumption in all its products including shower heads, sinks, water faucets, etc. The EcoDry® technology reduces the amount of water used by up to 50% without compromising the user experience by aerating, for example, integrated flow meters, EcoDusters, spray showers or dual flush technology.

Water-saving faucet technology > #



50% water saving with EcoDry™ technology

Recycling Resources in Operational Activities

Based on the 3R principle, Recycle, Reduce, LIXIL Corporation is committed to reducing industrial waste products generated from manufacturing processes, collecting and sorting waste, and recycling. Going forward, we plan to expand our efforts by recycling resources at the raw material procurement and product disposal stages as well, and to extend the system globally.

Waste Materials and Recycling Rates ★



*The scope of the data from fiscal 2012 onward has been expanded annually.

*Data excludes JAO Corporation.

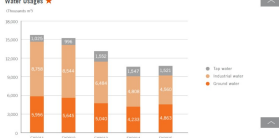
Using recycled material in product manufacture

At GS&C-based processing member plant in central Germany, about 90% of 5,000 metric tons of plastic used annually is now collected from internally and externally collected recycled materials, making use of the plants in-house recycling plant furnace.

Protecting and Conserving Water in Business Activities

LIXIL Corporation uses large amounts of water for aluminum product surface finishing and other processes. In order to conserve water, we strategically focus the level of water usage per facility, including water reuse, water usage per process and the installation of water circulation systems, and promote efficient use of water by building circulation systems and engaging in other conservation measures. We also conduct strict wastewater management to protect and maintain water quality.

Water Usage ★



*Data excludes LIXIL, Total Service Corporation, JAO Corporation, and the brands in the building that we cannot access the water utility data.

*There were significant reductions in FY2013 and FY2014 due to the closure of a major water-using plant in FY2013.

*The scope of the data from fiscal 2012 onward has been expanded annually.

List of Major River Basin

	Region	Major Water System
Japan	Hokkaido	Sorachi River
	Tohoku	Higashi River
		Abukuma River
	Kanto	Tama River
China		Taihu Lake
		Yangtze River
		Qin River
		Qin River / Yangtze River
Korea		Qin River / Yangtze River
		Qin River / Yangtze River
		Qin River / Yangtze River
		Qin River / Yangtze River
Thailand		Qin River / Yangtze River
		Qin River / Yangtze River
		Qin River / Yangtze River
		Qin River / Yangtze River

*Major water systems in our covered water usage framework.

Preventing Pollution Through Strict Control of Chemical Substances

LIXIL Corporation has set rules on substances that are forbidden or require strict control for use in products and/or during production processes. We manage and monitor the behavior in compliance with the Substances of Concern (SOC) and other environmental laws and regulations to ensure the safe and safe use of our manufacturing facilities are not affected by our operations.

FY2015 data included with a ★ has received the independent practitioner's assurance.

Scope and details > #

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We engage in continual dialogue with our stakeholders and various activities with the society and local communities.

Human Rights

We uphold the human rights of all stakeholders in our operations across the entire value chain.

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We aim to sustainability operate as a responsible corporate citizen that respects human rights across the entire value chain.

Action plans	KPI	Target for FY2016	Target for FY2017
Create a LIXIL Group Human Rights Principles and promote awareness amongst all LIXIL Group employees.	<ul style="list-style-type: none"> Implementation of Human Rights Principles learning across the Group (%) 	<ul style="list-style-type: none"> Ensure full implementation across the Group. 	<ul style="list-style-type: none"> Ensure full implementation across the Group.
Create a framework for due diligence of human rights.	(To be determined in FY2017)	-	<ul style="list-style-type: none"> Create an execution plan with our compliance department for human rights due diligence in all Group companies, suppliers and other business partners.

LIXIL's framework for respecting human rights

The LIXIL Group strives to uphold stakeholders' human rights in all of its operations, whether it be our end-users, business partners or other suppliers, residents living near our factories and facilities, or our employees. In March 2016, we published the LIXIL Group Human Rights Principles, which align with a number of international guidelines, including United Nations Universal Declaration of Human Rights, International Labour Organization Declaration on Fundamental Principles and Rights at Work, and UN Guiding Principles on Business and Human Rights. Furthermore, We will adhere to the higher commitment if there are any discrepancies between the internationally recognized human rights standards and the laws and regulations of individual countries or regions.

We will promote awareness of the LIXIL Group Human Rights Principles to all employees. Moreover, as a global company, we will be following through on reinforcing due diligence on human rights and on transparent reporting.

* Due diligence on human rights: To put in place measures that identify, prevent, reduce or respond to any negative impact on human rights caused by the activities of a company or its related companies, and to regularly monitor their effectiveness.

Related principles:

-  [LIXIL Group Human Rights Principles >](#)

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We are committed to delivering customer-focused products and services and promoting responsible supply chain management.

Responsible Supply Chain Management

We are committed to ensuring responsible supply chain management and strengthening our business partnerships.

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Product Safety

We consistently improve our product quality management system to eradicate product-related accidents and offer superior manufacturing and services.

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Customer Satisfaction

We strive to provide our customers with excellent experiences in all aspects of their living spaces and engage in continuous improvements to enhance satisfaction.

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The LIXIL Group seeks to guarantee a stable supply of products through an overall management system that identifies supply chain risks and implements countermeasures when necessary, while fulfilling stakeholder accountability.

Action plans	KPI	Target for FY2016	Target for FY2017
Extend our Japanese CR procurement process across the Group	• Supplier monitoring coverage ratio (based on purchased amount (%), and percentage of suppliers which satisfy CR management standards (%))	• Promote Group-wide awareness of the LIXIL Group's procurement strategy • Implement existing CR procurement process across the Group	• Achieve supplier monitoring coverage ratio (based on purchased amount) to 80% in Japan and 60% outside Japan, ensure that 100% of suppliers satisfy CR management standards

Procurement Policy

The LIXIL Group has established a Procurement Policy to develop healthy business partnerships with counterpart worldwide. This policy forms the basis of our overall supply chain management.

Procurement Policy

Fair and Impartial Trade Practices

We will provide suppliers with equal and open opportunities, and select suppliers fairly.

When selecting suppliers, we will evaluate them fairly and impartially, paying due consideration to CR aspects such as environmental management, human rights, and workplace safety in addition to quality, cost, and delivery.

Adherence to Social Norms

We will observe laws, regulations and rules related to procurement activities, and act in a way that gains the trust of society.

Respect for Human Rights and Consideration for Working Environment

We respect internationally accepted standards of human rights, and pay due attention to ensuring an appropriate working environment.

Care for the Environment

We will preferentially procure raw materials that have low environmental impact.

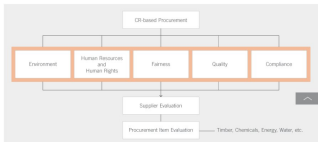
Promotion of Mutual Prosperity with Our Suppliers

We will conduct transactions in a way that promotes mutual growth as partners.

Promoting Responsible Procurement

The LIXIL Group promotes responsible procurement based on supplier assessment criteria when selecting new business partners. These criteria include quality, cost and delivery (QCD), technological prowess, and capacity to deliver stable supplies, as well as sustainable use of resources and proper control of chemical substances. The supplier assessment criteria are applied when selecting new partners and during regular subsequent checks. We have also included additional criteria such as human rights and labor safety, to ensure responsible procurement globally. We are looking to strengthen supply chain management of our network of overseas business partners, which has expanded following mergers and acquisitions.

Approach to Responsible Procurement



Management of Chemical Substances

LIXIL Corporation has set rules on chemical substances that are forbidden or require strict control for use in products and/or during production processes.

LIXIL's list of controlled substances can be downloaded from the links below.

 [English version \(Updated on April 1, 2023\) >](#)

Supply Chain Management

We have been perfecting our supply chain management framework through our procurement groups ever since the five company merger in April 2011. Aiming for a sustainable supply chain, we share our Procurement Policy with suppliers, and conduct responsible procurement surveys to grasp the actual status, and follow up with specific improvements to be implemented based on the results.

To ensure responsible procurement, we have been strengthening supplier monitoring, adding CR operations, human rights, labor, health and safety and social contribution to our supplier assessment criteria in FY 2013, bringing the total number of questions to 66 (46 for Japan where low-risk items have been removed).

In FY2014 and FY2015, we provided our Procurement Policy and guidelines to 80% of our suppliers in Japan and 80% outside Japan, both in terms of overall procurement transaction amount, and achieved 80% conformity in procurement survey responses. We subsequently engaged in follow up visits to over 100 suppliers, which had performed poorly in the survey, and are also ensuring that new affiliated Group companies fully embrace our Procurement Policy. Procurement survey results are taken into account when selecting suppliers.

Responsible Procurement Survey (FY2015)

	Overseas	Japan
1. CR Operations	10 questions	6 questions
2. Fair Business	8 questions	8 questions
3. Human Rights	7 questions	6 questions
4. Labor	12 questions	6 questions
5. Health & Safety	9 questions	7 questions
6. Environmental Conservation of the Planet	14 questions	8 questions
7. Regional Contribution	5 questions	2 questions
Total	68 questions	40 questions

Survey sheets

 [To suppliers overseas \(English\) >](#)

 [To suppliers in Japan \(English\) >](#)

Building a Supply Chain with Decent Working Conditions and Resource Allocation

Important Topic : Build a supply chain taking into consideration labor conditions and resource allocation

Tasks	KPI	FY2014 Results		FY2015 Targets		FY2015 Results		FY2016 Targets	
		Japan	Overseas	Japan	Overseas	Japan	Overseas	Japan	Overseas
Share Procurement Policy and Guidelines	Percentage of transaction amount	72%	82%	80%	60%	82%	81%	80%	61%
Conduct surveys and follow-up activities	Percentage of surveyed companies	15%	42%	15%	40%	27%	42%	15%	41%
	Conformity rate of surveyed items	93%	91%	80%	80%	94%	80%	90%	91%

(Scope of application) Supplier to LIXIL Corporation and its subsidiaries

*Excluding GRCHE Group S.r.l., American Standard Brands, PERNASTETUSA GROUP

Japan: Procurement by operating sites in Japan

Overseas: Procurement by operating sites overseas

*FY2014 data have been revised

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The LIXIL Group is committed to maintaining and strengthening our ties with our customers by ensuring superior quality in manufacturing and services, and consistently improving our product safety management system to minimize product-related accidents.

Action plan	KPI	Target in FY2018	Target in FY2022
Strengthen contribution to product safety management system	Service product accidents across the Group (per million)	Zero cases of serious product accidents across the Group	Reduce the number of serious product accidents across the Group at zero
Improve awareness of how to safely use our products	Rate of disclosed instruction manuals for the main products in the vehicle across the Group (%)	Complete education manuals online for all main products in Japan	Complete online manuals for all main products across the Group

Our Approach

LIXIL Group firmly believes that product safety is the key to securing the trust of customers and society and the source of corporate profitability. To ensure that this belief is shared among all employees, we have published the LIXIL Groupwide Quality Policy in 14 languages and are continuously securing awareness in product manufacturing and services around the world. As important product-related issues to customer safety and service management, our sales functional teams work together to resolve any issues in accordance with the LIXIL Product Safety Principles.

The LIXIL Group will continue to improve its product safety management system and provide more guidance on use of products.

LIXIL Corporation Quality Policy

- LIXIL strives for high quality in all processes, pursuing customer satisfaction, and contributes to improving people's comfort and stability.
- We guarantee the world's best quality, taking account of the voice of the customer and striving for excellence through R&D activities, quality policy, and work for customers and thoroughly understanding the situation.
- We always use management system that continuously improve the quality of our employees, products and services, and aim to become excellent.

LIXIL Product Safety Principles

Initiation

- Build a global top level system in the field of product safety
- Work to develop innovative safety technology in the pursuit of total safety

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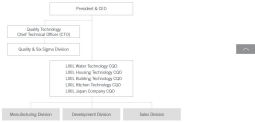
- Collect data of the all product safety information, and design drive to improve product safety activities
- Build a network of business partners and customers in order to secure safety across the entire product lifecycle

Integrity

- Work honestly and sincerely on product safety activities in order to obtain the trust of each and every customer
- Thoroughly disclose clear product safety information, with customer safety and peace of mind as our top priority

Management Structure

Our New Quality & Six Sigma Division, which reports directly to the CEO, develops effective groupwide product quality management system and realizes quality value across the Group, under the leadership of the Chief Technology Officer (CTO). In addition, quality assurance and issue management of each product are actively managed under the guidance of the respective Chief Quality Officers (CQOs) at each of LIXIL's four technology business in LIXIL Asset Company, our subsidiaries and its sales.



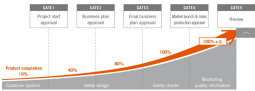
Enhancing Quality Across Entire Product Lifecycle

To ensure customer safety, LIXIL Corporation is focused on enhancing quality across the full lifecycle of a product, from development through design, procurement, manufacturing, distribution, and after sales support.

Design & development	We incorporate customer opinion in the development stage and use LIXIL, which sets system to prevent quality abnormalities as well as LIXIL's safety standards, covering legal and industry standards.
Materials & parts procurement	For procurement of materials and parts, we require our suppliers to fulfill a certain set of criteria. We cooperate with the suppliers to resolve and improve on any issues.
Commercialization, production, sales	We verify commercial products that have gone through and passed approval, stress tests and quality checks for durability, weather resistance, etc. Products that receive specific safety and quality standards are always marked with our color logos and other labels to make sure they are meeting these criteria.
Preparing for product returns & issues	We have a system to incorporate customer opinions and experiences with regard to production-related concerns and defects, and thoroughly investigate the root cause for future improvements.

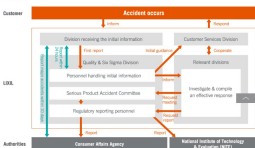
LIXIL Stage gate system

LIXIL Corporation incorporates checks and gates "right" at the stage of product development. Specific evaluation criteria are assigned to each stage, and our internal gatekeepers assess products at each stage gate to ensure a superior and product. Regular review of the evaluation criteria for each gate also contributes to our quest for continuous safety.



Responding to Serious Product-related Accidents

At LIXIL Corporation in Japan, whenever a product-related accident occurs, information is gathered in the Quality & Six Sigma Division within 24 hours from the receipt of notification, and an emergency response unit swiftly launches investigations. The division in charge of customer services coordinates with other departments to implement an on-site response and investigation of the accident. A report is submitted to the relevant authorities within 10 days as required by the government's reporting and disclosure procedure on product accidents under the Consumer Safety Act. To prevent a recurrence, we incorporate any lessons learned into future design, and proactively improve our safety technology.



Number of serious product-related accidents in FY2015

2 accidents, which includes one incident with a small fire (one case reported in 2020)

Nurturing a Culture for Enhanced Quality Management

LIXIL Corporation holds LIXIL Quality Month campaigns to enhance awareness of product quality, expand our management system, and encourage improvements. At the fourth LIXIL Quality Month in 2018, selected staff from 101 divisions worldwide were invited to participate in staff exchange for two days.



Information Disclosure and Communication

The LIXIL Group publishes product-specific instructions on the website to ensure safe product use. LIXIL Corporation holds dialogues with product safety experts every year to promote product safety activities that serve social needs.

The LIXIL Group publishes product-specific instructions (Japanese only) in JP

External Recognition

In FY2024, LIXIL Corporation was the Excellence Award in the large manufacturing and assembly category for the Best Contribution to Product Safety Awards program set by Japan's Ministry of Economy, Trade and Industry (METI). METI commended the company for its innovative 10-year guarantee service and its efforts to further a strong product safety culture.



FY2024 Best Contribution to Product Safety

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The LIXIL Group is constantly enhancing its products and services across the Group to ensure continued and improved customer satisfaction.

Action plan	KPI	Target for FY2016	Target for FY2017
Monitor customer satisfaction levels and reevaluate collected data to help improve satisfaction levels.	<ul style="list-style-type: none"> Customer satisfaction towards all Group products and services (%) 	<ul style="list-style-type: none"> Establish a mechanism for measuring and disclosing customer satisfaction, and implement it across the Group. 	<ul style="list-style-type: none"> Continue initiative to improve customer satisfaction across the Group.

Our Approach

To ensure that our customers enjoy great experiences in all aspects of their living spaces, the LIXIL Group is focused on developing products and services that satisfy both the end customer and construction-related professional users, and communicating with them effectively.

LIXIL Corporation engages in customer satisfaction surveys. We are committed to continuing the surveys and plan to establish systems for measuring and disclosing customer satisfaction and implement it across the Group.

Professional User Satisfaction of Products and Support Services

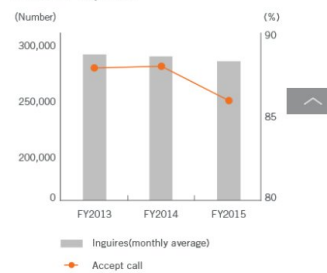


Enhancing Customer Satisfaction

LIXIL Corporation's customer service and repair centers receive approximately 290,000 inquiries each month. We are working to enhance customer satisfaction by using our customer opinion database to visualize problems from a customer perspective and improve products and services with a PDCA approach.

Our customer service center conducts customer satisfaction surveys twice a year. We listen carefully to customer opinion to help improve our communications and ultimately enhance customer satisfaction.

Customer Inquiries



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Details of how we report on our Corporate Responsibility activities and milestones.

Scope Of Reporting

We are committed to providing prompt and transparent disclosure.

[more >](#)

CR Library

Past reports on CR activities.

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The LIXIL Group is committed to providing prompt and transparent disclosure, seeking to build long-term trust of our stakeholders while achieving sustainable growth that complements society. We advance our CR activities by establishing lasting relationships with our stakeholders through appropriate disclosure, reporting, and dialogue.

Details of our CR activities and related information are disclosed on our website. We also provide an update of CR activities in our annual report. Please also see the Corporate Governance section of this website for information on our corporate governance policies.

Reporting Period

Updated CR related information for FY2015 (April 1, 2015 to March 31, 2016) has been published on August 8, 2016. We plan to update the report for the next fiscal year in August 2017.

Coverage

CR activities of LIXIL Group Corporation, as well as LIXIL Corporation and other consolidated subsidiaries are covered in the report. The scope is provided in footnotes for matters that have narrower coverage. Please click below for further information on the scope of coverage:

- [Employee-related Information \(scope, method and period\) \(36 KB\) >](#)
- [Environmental performance information \(scope, method and period\) \(35 KB\) >](#)

Independent Practitioner's Assurance Report

LIXIL Group Corporation has received independent practitioner's assurance from Deloitte Tohmatsu Evaluation and Certification Organization Co.,Ltd. regarding a portion of its environmental performance and employee-related information.

- [Independent Practitioner's Assurance Report \(185 KB\) >](#)

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The corporate responsibility activities for FY 2015 (April 1, 2015 – March 31, 2016) are reported in the Sustainability section of this website.

Please access the PDF files below for past reports:

FY 2014

 [CSR Management 2015 English version \(published September 2015\) \(5.4MB\) >](#)

FY 2013

 [CSR Management 2014 English version \(published August 2014\) \(6.8MB\) >](#)

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Our Approach & Structure

The LIXIL Group compiled the LIXIL Group Code of Conduct in April 2015 to clarify the Group-wide compliance policy and ethical standards. We actively take steps to ensure that all employees and officers across the Group fully embrace and uphold these principles.

To promote fair business activities and instill a firm compliance culture, we have established the Compliance Committee, chaired by the Chief Legal Officer, which provides guidance on structuring and managing appropriate systems to Group companies, monitors compliance with various laws and regulations, and performs periodic checks on the compliance management programs.

Going forward, we are looking to develop concrete policies and guidelines based on the Code of Conduct, ensure employee awareness and conduct regular reviews, and thereby enhance the effectiveness of our compliance program across the Group.

[LIXIL Group Code of Conduct >](#)

Compliance Training

To enhance employees' understanding of compliance, we have translated the LIXIL Group Code of Conduct into 19 languages and distributed hard-copies to all employees around the world as well as publishing it on our intranet.

Training sessions are held to deepen employees' understanding of the Code of Conduct, and all employees are required to acknowledge and comply with the code every year. As an additional effort, we make available on our intranet, case studies describing correct compliance actions to take when face with potential real-life work situations.

Internal Concern-raising System

The LIXIL Group operates a concern-raising system to gather details of compliance violations, ensure early action on wrongdoings and violations, and enable preventative measures.

The system allows employees to report directly to management and compliance officers, and also provides a reporting structure with external lawyers serving as contacts for some of our Group companies in Japan, depending on the needs of each company.

Via either reporting channel, we ensure the confidentiality of the reported concerns and allow those making the report to stay anonymous. Appropriate actions are taken to ensure that individual submitting the report does not experience any retaliation as a result.

Receiving Compliance Information from Business Partners

Through its corporate activities, the LIXIL Group seeks to be a company that is widely trusted by society.

To support this objective, we welcome information from our business partners such as suppliers and service providers on any potential compliance violations by the LIXIL Group. By using a law firm to serve as the contact point to receive such information, we strive to take appropriate actions and prevent further violations.

[Contact information: \(only in Japanese\) >](#)

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