

Other ESG-related information

Environmental

(1) Environmental performance (EP) - Water consumption

- Withdrawal: Total municipal water supplies (or from other water utilities): 5.167 million m³
- Withdrawal: Fresh surface water (lakes, rivers, etc.): 5.555 million m³
- Withdrawal: Fresh groundwater: 5.024 million m³
- Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted: 9.839 million m³
- Total net fresh water consumption: 5.907 million m³

* Organizational scope: LIXIL Corporation and its group companies. Read more in our [ESG Databook](#).

* Data collection period: FYE2022

Social

(1) Workforce breakdown: Gender

- Share of women in total workforce: 31.62%
- Share of women in all management positions: 16.21%
- Share of women in junior management positions: 12.79%
- Share of women in top management positions: 20.56%
- Share of women in management positions in revenue-generating functions (e.g., sales): 14.95%
- Share of women in STEM-related positions: 25.63%

* Organizational scope: LIXIL Corporation and its group companies, directly hired employees only.

* Data collection period: FYE2022

(2) Workforce breakdown: Nationality

Nationality	Share in total workforce	Share in all management positions, including junior, middle and senior management
Japan	55.63%	66.61%
Thailand	9.40%	3.14%
Vietnam	8.87%	1.73%

China	7.12%	6.56%
Germany	6.64%	5.74%
Other	12.34%	16.22%

* Organizational scope: LIXIL Corporation and its group companies, directly hired employees only.

* Data collection period: FYE2022

(3) Hiring

- Total number of new employee hires: 6,161

- Percentage of open positions filled by internal candidates (internal hires): 51.7%

* Organizational scope: LIXIL Corporation and its group companies, directly hired employees only. The percentage of internal hires covers LIXIL Corporation only.

* Data collection period: FYE2022

(4) Employee turnover rate

- Total employee turnover rate: 11.6%

- Voluntary employee turnover rate: 8.0%

* Organizational scope: LIXIL Corporation and its group companies, directly hired employees only.

* Data collection period: FYE2022

(5) Employee engagement: total and by gender

The following table shows the percentage of actively engaged employees based on employee engagement surveys conducted once every two years (FYE2019-FYE2021) and twice a year (FYE2021-FYE2022).

Year	All	Female	Male
FYE2019	35%	30%	36%
FYE2020	35%	32%	37%
FYE2021	72%	69%	73%
FYE2022	73%	71%	74%

* The bigger gap between the figures in FYE2020 and FYE2021 is due to changes in measurement methods and definition.

- Former definition & survey scale in FYE2019-FYE2020

The percentage of employees whose average score is 4.5 or higher out of 6 based on six engagement-related questions with six multiple-choice options: 6. Strongly agree, 5. Agree, 4. Slightly agree, 3. Slightly disagree, 2. Disagree, 1. Strongly disagree; 6 and 5 are defined as favorable responses ("engaged").

- New definition & survey scale from FYE2021

The percentage of favorable responses to four engagement-related questions with five multiple-choice options: 5. Strongly agree, 4. Agree, 3. Neither agree nor disagree, 2 Disagree, 1. Strongly disagree; 5 and 4 are defined as favorable responses ("engaged").

* Organizational scope: LIXIL Corporation and its group companies, directly hired employees only.