

Industrial Relations

Through regular industrial communication, improve working environment

LIXIL Co., Ltd.

LIXIL

Collaboration between workers and management is essential for creating a comfortable workplace

In order to achieve its corporate goals, LIXIL believes that it is essential to realize a comfortable workplace from the perspectives of its employees. Management of LIXIL therefore emphasizes labour-management dialogue. The framework for dialogue between the company and the trade union is the labour-management council and the labour-management review committee. The labour-management council emphasizes that the company should share, in a timely manner, information on the company's business performance with workers' representatives. Therefore, the General Manager of the Human Resources Division and the Human Resources Manager of each business unit are present to facilitate consultations. In addition, labour-management councils at the branch and regional level are held about three to four times a year in each region, enabling branch managers, factory managers, general affairs managers, and trade union leaders of each branch or region to discuss issues specific to the department and region so that they can adapt measures in the local context and according to the actual situation of each job. After implementing new measures or policies,

LIXIL continues to improve the measures by sharing the results of surveys conducted by the company and the union with employees. In addition, senior managers in each department discuss the results with their teams to improve each workplace.

In fiscal 2018, the labour-management council met nine times and the labour-management review committee met five times at the headquarters to discuss a wide range of topics, including occupational health and safety, the way of working and human resources management.

As a result of these dialogue processes, in recent years, work-life-flexibility (WLF) has been an important theme for workers and management.



LIXIL introduced a system to promote flexible workstyles. The labour-management review committee and the labour-management council have both explored ways to “realize a flexible workstyle that allows employees to continue to perform at high performance.” To encourage employees to use their paid leave, LIXIL has introduced a “refresh holiday (Yutori holiday),” which is to take nine consecutive days off work by connecting weekdays and Saturdays and Sundays. The company also has introduced “memorial leave”, to encourage employees to



take paid leave on an anniversary determined by each employee. As a result, the usage rate of paid leave has increased by more than 10%. In addition, LIXIL has introduced measures such as allowing employees to come in early or late relative to the standard business hours, paid leave that can be obtained on an hourly basis, relaxing core working hours in flextime, and the introduction of the telework (work from home) system. Additionally, a new measure was introduced for employees who had left the company for family reasons so that they can return to work. This was initially available only to employees who had reluctantly left the company due to childbirth, childcare, or nursing care, but later expanded to those who had left

the company due to a spouse's job transfer. The company expects such measures to retain talented employees as well as to support career development.

Invigorating internal communication through SNS (Social Networking Service)

LIXIL started in-house SNS two years ago for employees to raise questions or search for information on childcare and nursing care when they need them. In addition, the president himself actively disseminates management information through SNS, to which employees can directly respond with their opinions, to stimulate internal communication.

Employees have also started initiatives voluntarily. For example, working mothers have launched a “working mothers' group” to share problems and solutions, and are posting their activities on social media. SNS is an easy way for employees to access information and exchange opinions beyond departments and locations.

In order to respond to rapid changes and diversifying needs of society and employees, workers and management work together to gather information on societal expectations, industry trends, and employees' voices. LIXIL will continue to work to create a more worker friendly workplace, recognizing the importance of sharing issues and directions through communication between management and employees.

NOTE



MNE Declaration
par.47, par.63



Related SDGs
Goal 8