

# OUR APPROACH TO COMMUNITIES (OUR PEOPLE)

We support our employees and communities so that they can fulfill their potential.

## Investing in our people

Our people are our most important asset. To support them, we have a range of employee enhancement initiatives in our offices around the world. Just as we help our customers achieve a sound mind in a sound body we want to do the same for our employees, and our initiatives are designed to support this goal.

## Work style reform in Japan

In 2019, the Japanese government passed legislation commonly referred to as the Work Style Reform Law, which addresses issues related to long working hours and seeks to improve work/life balance for employees in Japan. Prior to the enactment of the new legislation, our ASICS headquarters and its Japanese subsidiaries launched a series of programs in 2017 and 2018 to encourage more flexible ways of working. This included introducing planned leave, leave for sports and Premium Fridays, when employees are encouraged to leave their offices at 3pm on the last Friday of the month.

In 2018 we encouraged all our organizations and their employees to promote the programs with the message “Change! For Growth”. As a result, the average annual working hours decreased by 21 hours to 1,920 hours, the average annual overtime working hours decreased by 13 hours to 187 hours, and the employees’ paid leave increased by 5.3% to 63.6% in 2018.

Our 2018 employee survey showed that the percentage of our employees who consider themselves to be working autonomously increased to 86% from 73%. Employee productivity has also increased through these programs.

## Global mobility

To ensure the right people are working in the right place, ASICS implemented our Global Mobility Policies (GMP) in 2017. The policies make easier for employees to move between ASICS offices internationally, improving the diversity of our teams. They also support our employees’ continuous career development, and ultimately our sustainable growth as a global company.

In 2018, 10 employees began assignments at subsidiaries or representative offices abroad under the GMP. The assignments varied in duration and purpose, according to the diverse needs of our business. As of December 31, 2018, 57 employees are working as international assignees within ASICS Group.

## Fostering a diverse working culture

Enhancing diversity in our workplace is a major priority for ASICS. In particular, ASICS Headquarters and ASICS Japan Corporation worked hard to increase female representation at senior levels. As of 2018, women make up 9.4% of all managers at our Headquarters in Japan, up from 8% in 2016.

Recently we also stepped up our efforts to promote a more inclusive working culture. In 2018 we gave all managers training sessions to raise awareness of unconscious bias in decision making.

In 2018, as a result of these efforts, we were recognized as one of Japan’s leading companies for the promotion of gender equality by the Gender Equality Bureau Cabinet Office.

## Award of companies empowering women 2018



At the award ceremony, ASICS COO Yasuhito Hirota (front left) and Japan Prime Minister Shinzo Abe (front center)

女性が輝く  
先進企業 2018

The 2018 data of ratio of females in manager and senior positions at ASICS Headquarters and ASICS Japan Corporation (9.4%) is verified by Deloitte Tohmatsu Sustainability Co., Ltd.

## OUR APPROACH TO COMMUNITIES (OUR PEOPLE) CONTINUED

### Employee Well-being (Japan)

As a leading company that strives to promote healthy lifestyles through sports, we see it as our responsibility to do the same within our organization. To achieve this, in 2017 we established the ASICS Well-Being system – a series of action plans designed to improve the health and wellbeing of our employees. The plans focus on three main areas: mental health, physical health and help to quit smoking.

The system offers employees support on areas such as coping with workplace stress and nutrition, as well as providing opportunities to take part in physical activities such as cycling. As part of our efforts to help employees quit smoking, we implemented a smoke-free office policy from January 2019.

As a result of these efforts, we were recognized under 2019 Health & Productivity Stock Selection, by Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange.



Road bike event held at headquarters office



**“We agree with the goals outlined in the UN’s Sustainable Development Goals, particularly Goal 3 (Good Health and Well-being for People) and Goal 8 (Decent Work and Economic Growth). Promoting health management also involves promoting the development of ASICS itself.”**

**Yasuhito Hirota**, President and COO,  
Representative Director of ASICS Corporation

### Employee Well-being (USA)

ASICS America Corporation rewards employees for investing in their own health. One way we do this is by offering a discount on the medical insurance premium. To qualify for the premium reduction, employees must participate in a certain number of wellness-related activities to earn points, all based on the concept of “I MOVE ME”. Activities included in the ASICS Wellness initiative include:

- › Running, walking and cycling
- › Exercise at any exercise facility of the employee’s choice
- › Preventative health exam(s)
- › Half or full marathon(s) participation
- › Triathlon participation
- › 5K & 10K running events
- › Philanthropic volunteer day(s)

Employees can also earn points toward wellness rewards through the free exercise classes offered several times a week in the Irvine office sports’ center. Exercise outside of working hours can also count toward the rewards, as long as employees track and share their work-outs with our HR group. ASICS accepts most common exercise tracking apps such as ASICS Runkeeper.

### At ASICS America Corporation Irvine Headquarters

**20%**

Approx 20% of employees have participated in Yoga/Bootcamp

**28.8%**

of employees received the wellness discount (20% decrease in medical insurance premiums) during 2018/19 Open Enrollment

### Those participants collectively

- › walked for 4,950 hours
- › walked 4,691 times for more than 10,000 steps
- › spent 4,000 hours in ASICS and other gyms



Exercise class at the Irvine office sports’ center

## OUR APPROACH TO COMMUNITIES (OUR PEOPLE) CONTINUED

### Employee Well-being (EMEA)

ASICS also encourages its employees to lead active lifestyles within its EMEA regions. At our EMEA headquarters in Hoofddorp, which as per end 2018 employs 309 employees on a FTE basis, employees receive a contribution toward private sports club membership. Through a partnership with the Atletfabriek, employees can also take advantage of the organization's in-house vitality program.

We offer a range of physical activity classes to employees, including beginner and advanced running classes, individual gym training sessions and yoga. We also provide masterclasses on subjects such as nutrition, sleep, mindfulness and the impact of travel.



Employees during a running class

### ASICS Academy: developing leaders

We strive to recognize and develop talent across our Group. Aligning our approach to talent management across our regions, our Global Talent Management Cycle supports the development of leadership talents at different levels of our organization.

Our ASICS Academy leadership training program fast-tracks the development of the next generation of business leaders in our global market. The Academy includes four tracks for leadership development aimed at different levels of leadership: Strategic Leaders, Change Leaders, Leading Leaders and Developing Leaders. It also has a self-development program.

In 2018 we focused on the development of Change Leaders, who have the potential to take on upper management roles. Nine colleagues took part in the intensive six-month program to develop leadership skills.

# 54%

More than half of ASICS Europe BV employees attend the organization's physical training sessions or well-being workshops

### Personal development and realization of individual career goals

We believe that individual career fulfillment and business performance go hand in hand. To support our employees' career development, we introduced a global talent management platform in 2015. Since then we have been developing the platform as our talent management progress.

We encourage our employees to design their own career plan. At the same time, we offer various on-site and e-learning programs to support their personal development as well as mandatory programs on corporate governance. Other programs include extended trip assignments, and opportunities to study abroad to learn a language. Through these programs, employees can develop their skills and work toward their career goals.

In recognition of these activities, we were awarded Good Career Company Award by Japan's Minister of Health, Labour and Welfare in 2018.

### Employee volunteering activities in the US

With the help of supporters and volunteers, the Second Harvest Food Bank provides wholesome food and fresh produce to more than 250,000 hungry children, seniors and families in Orange County, California every month. In partnership with the Two Ten Footwear Foundation, more than 70 ASICS employees served for more than 200 hours at the Second Harvest Food Bank on October 17, 2018.

ASICS volunteers worked side by side with the Food Bank staff to sort and classify the available food and drink donations, repackaging them for easy distribution. In total, Second Harvest distributed the equivalent of more than 21.6 million meals to people at risk of hunger in Orange County in 2018.



ASICS volunteers sorting the available food donations