<Definitions and Notes>

1: Interpretation of Presenteeism

Definitions by WHO: "Relative presenteeism" (URL: https://www.hcp.med.harvard.edu/hpq/ftpdir/absenteeism%20presenteeism%20scoring%20050107.pdf)

Question items:

B9.On a scale from 0 to 10 where 0 is the worst job performance anyone could have at your job and 10 is the performance of a top worker, how would you rate the usual performance of most workers in a job similar to yours?

Worst Performance										*Top* Performance
0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

B10. Using the same 0-to-10 scale, how would you rate your usual job performance over the past year or two?

Worst Performance										*Top* Performance
0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

B11. Using the same 0-to-10 scale, how would you rate your overall job performance on the days you worked during the past 4 weeks (28 days)?

Worst Performance										*Top* Performance
0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

Formula:

Absolute presenteeism scoring rule: 10xB11

Relative presenteeism scoring rule: B11/B9 (restricted to the range of 0.25 to 2.0)　　: This one is adopted.

Note that B10 is not used in calculating presenteeism. Instead, B10 is designed to help the respondent focus response to B11 on the past four weeks by asking about earlier times separately.

Loss rate due to presenteeism in the table: Indicating the loss rate calculated by the stress checks

(Loss rate of high-stress persons * 1 - Loss rate of low-stress persons * 2)

*1 "Loss rate of high-stress persons": Average of loss rate of each person who is judged as a high-stress person by the stress checks

*2 "Loss rate of low-stress persons": Average of loss rate of each person who is not judged as a high-stress person by the stress checks

Analysis methods for extraction of driver items to reduce presenteeism on the "Health Management Strategy Map": Analyzing "numerical values of relative presenteeism" and "regular health checkup item results" for each individual

2: Interpretation of Absenteeism

Key points in the changes for 2022: Method of calculation for the number of days of long absences from work to result in a substantial reduction of absenteeism in Shiseido has been confirmed and redefined by people concerned.

Formula to calculate absenteeism in the table {total days of absences from work in 2022 + days of long absences from work (including paid vacations) for employees whose request for long absences from work is accepted} / total number of Health Insurance Society members in 2022

Analysis methods for extraction of driver items to reduce absenteeism on the "Health Management Strategy Map": Analyzing "days of absences from work + days of long absences from work after the request is accepted" and "regular health checkup item results" for each individual

3: Interpretation of Work Engagement

Formula to calculate work engagement in the table: Indicating the total points of work engagement implemented across the company

Analysis methods for extraction of driver items to improve work engagement on the "Health Management Strategy Map":

Calculating by multi-regression analyses for each organizational unit of "engagement survey results for each organization" and "regular health checkup item results for employees who belong to the organization at that point" in 2019 and 2022

<Data Analysis Steps to Create the Health Management Strategy Map>

1: Set the formulas to calculate Presenteeism; Absenteeism; and Work engagement

2: Implement multi-regression analyses with all items of health checkup results concerning the driver items related to the three items concerned

3: Select the driver according to <(1) points scored for significant difference>; ＜(2) points scored for coefficient of regression>; ＜(3) checking of retrocausality by physician>

＜**Amount of Investments>**

Health Management in total: Approx. 80 million yen

Construction, etc. of strategy to implement Health Management: Approx. 15 million yen

Mental health measures and occupational health foundation: Approx. 21 million yen