

Human Resources

Development of Workplace Environments

Our Basic Approach and Strategy

Unicharm aims to be a company where employees gain fulfillment in all aspects of their work, family life, and health and feel a sense of pride and accomplishment. With this in mind, we are putting forth a variety of measures aimed at promoting employee health management and work-style reform, enabling employees to work with passion and make the most of their abilities while maintaining their physical and mental well-being. We also respect and support the rights of our employees to freedom of assembly and association, the right to organize, and the right to bargain and act collectively.

Management Structure

Under the direction of the executive officer in charge of human resources, the Work-Style Reform Promotion Office and the Iki-Iki Health Promotion Office, which were established within the Global Human Resources & Administration Division, take the lead in reporting on matters related to working conditions regularly to management and planning and implementing measures upon approval. In addition, we work with industrial physicians, public health nurses, and other experts to constantly ensure the physical and mental well-being of our employees.

Initiatives and Results

Promotion of Work-Style Reform

Aiming to prevent employees from working excessive hours while improving their productivity, we at Unicharm are promoting work-style reform by adjusting the mindsets and the tasks of each employee.

We have introduced a remote work system that allows employees to choose their work location, a policy requiring employees to take at least 10 hours of time away from work between the end of a workday and the start of the next workday, an attendance system that monitors overtime work, an annual paid leave policy that encourages employees to take at least five days of paid leave per year, and monthly no overtime day and premium Fridays. In addition, we have abolished core hours from our flextime system to allow employees to choose their own work hours and prohibit them from making phone calls or sending emails on holidays so that work-related communication does not interfere with their personal lives. Through these and other measures, Unicharm is working to create an environment where employees can work in a spirited and balanced manner while maintaining their physical and mental well-being.

	2020 Results	2021 Results	2022 Results	2023 Targets	Coverage
Percentage of paid leave taken (%)	56.7	57.7	56.5	Up 5% from 2022	Unicharm Corporation
Total working hours per employee	1,970.0	1,992.3	2,000.2	Less than 2,000 hours	
Percentage of employees utilizing the remote work system (%)	49	58	57	50% or more	

Implementing the Second Job System

The Second Job System was implemented in 2018 with the aim of promoting the further growth of each employee by placing them in an environment different from that of the Company, broadening their field of activity by acquiring new skills and expertise, and expanding their network of contacts. We have seen a number of employees improve from the use of this system by acquiring new skills and other benefits.

	2020 Results	2021 Results	2022 Results	2023 Targets	Coverage
Number of employees using the Second Job System	34	36	56	60 or more	Unicharm Corporation

Note: As of December 31 of each year

Support for Balancing Work and Childcare

Aiming to create an environment conducive to balancing work and childcare, our Childcare Leave System allows employees to take leave until the day before their child's second birthday. Childcare leave taken before and after birth is treated as paid vacation. To avoid losing existing paid vacation days, employees with accumulated paid leave can have up to 15 of these days converted into salary. For employees returning to work, we have the Moony Shortened Work Hours System for Childcare, enabling employees to shorten their work hours to five hours per day.

Meanwhile, for our male employees, we have in place the Moony Childcare Leave system, which allows them to start taking childcare leave while their partner is pregnant, as well as the Moony Childcare Involvement Leave system, which allows them to take up to five days of special leave within eight weeks of their child's birth. In accordance with the Childcare and Family Care Leave Act, we introduced the Postpartum Paternity Leave system in 2022, allowing male employees to take up to four weeks of leave within eight weeks of their child's birth. We consult with all eligible employees and their supervisors on an individual basis to ensure awareness of these systems and encourage them to take such leave.

Moreover, Unicharm has also introduced a benefit program in which the Company pays for employees' use of the Hands-Free Commute disposable diaper subscription service for daycare facilities.

Unicharm Corporation endorses the declaration made by Work-Life Balance Co., Ltd., in 2019 to have all eligible male employees take paternity leave.



P074 Hands-Free Commute: Protecting Business Models with Patents

	2020 Results	2021 Results	2022 Results	2023 Targets	Coverage
Number of employees using the Childcare Leave System	118	160	128	—	Unicharm Corporation Unicharm Products Co., Ltd.
Percentage of employees taking paid childcare leave (%)	88.1	95.5	95.8	Over 95%	
Percentage of employees taking Moony Childcare Involvement Leave (%)	91.3	85.7	93.2	100	Unicharm Corporation

► Programs to Support Diverse Work-Styles: Case Study from Unicharm Corporation

System	Target	Summary
Childcare Leave System	Employees with children under two years old	Can take up to two years of leave until the day before their child's second birthday
Moony Childcare Involvement Leave	Male employees of Unicharm who have children up to eight weeks old	Can take up to five days of leave within eight weeks of the birth of their child
Postpartum Paternity Leave	Male employees of Unicharm with children under eight weeks old	Can take up to four weeks of leave within eight weeks of the birth of their child
Moony Shortened Work Hours System for Childcare	Employees who have children up to the third year of elementary school	Can shorten work hours to five hours a day
Moony Birth Support Leave Program	Employees who undergo fertility treatment	Can take up to one year of leave for advanced fertility treatment
Lifree Nursing Care Leave	Employees who have family members in need of continuous nursing care for more than two weeks as a result of injury, sicknesses, or physical or mental disorders	Can take, upon application, up to five days of leave per year for each family member requiring nursing care
Lifree Flexible Work Program	Employees with family members in need of long-term nursing care lasting more than one month as a result of injury, sickness, or a physical or mental disorder, whose application is approved by the Company	Can apply for the option to work completely from home without the need to come to the workplace or to work fewer days (three or four days per week) to care for family members in need of nursing care
Sofy Leave	All female employees	Can take days off during menstruation when working may be difficult. Bearing our brand name, we are working to promote awareness of this system within the organization and foster a culture that encourages employees to take such leave
Remembering Our Beloved Partner Animals (Pets) Leave	Employees with dogs or cats at home	Can take one day of special leave upon the passing of their dog or cat
Anniversary Leave	All employees	Can take paid leave for anniversaries and other planned holidays (three days per six months/six days annually)
Civic Duties Leave System	Those selected to serve as a citizen judge or on the Committee for the Inquest of Prosecution	Can take, upon application, the required number of days of leave to appear in court as a citizen judge
Bone Marrow Donor System	Employees who wish to donate their bone marrow	Can take, upon application, up to seven business days of leave per donation of bone marrow for the procedures required to donate to a patient in Japan (excluding donor registrations)
Flextime System	All employees (with the exception of certain positions)	A flextime system without core hours that enables employees to work efficiently while maintaining the right balance between their work and personal lives by deciding their own work hours, including start and finish times
Remote Work Program	All employees (excludes positions for which remote work is not feasible)	Can work from home or any other environment where employees can easily concentrate on work up to twice a week, in principle
Second Job System	All employees	Can work a side job toward the advancement of skills or personal development, provided that the roles will not impede their primary work (applicable only to off-business hours and holidays)
Career Recovery System	Aimed at former Unicharm employees who used to work for the Company for more than three years and resigned for various reasons including marriage, pregnancy, childbirth, childrearing, nursing care, or accompanying spouses on business transfers	Can be reemployed within a five-year period from the time of their resignation, dependent on mutual agreement between the former employee and the Company

Ensuring Appropriate Levels of Income and Living Wages

202-1

In accordance with the Unicharm Group Policy on Human Rights, we not only comply with minimum wage laws in each country and region in which we operate but also provide a salary that is commensurate with local living standards.

To ensure that our diverse personnel of various employment statuses are highly motivated to play an active role, we have developed and implemented a system to determine employee compensation in a fair manner, thereby discouraging discrepancies based on gender in the compensation of employees with the same qualifications and roles. The average salary of our workforce in 2022 was ¥8.43 million.

P.082 Unicharm Group Policy on Human Rights

Dialogue between Labor and Management

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We place a great deal of value on mutual trust between labor and management and hold monthly discussions between the Company and labor union. In addition to these regular meetings, additional meetings are held depending on the nature of these discussions. In 2022, we held talks about establishing an environment conducive to self-learning, reducing overtime work, regulation changes, our human resources system, employee benefits, and health management measures, among other issues. We will continue with efforts to foster workplaces that can motivate and fulfill employees.

	2020	2021	2022	Coverage
Number of labor union members	1,410	1,541	1,472	Unicharm Corporation
Percentage of employees covered by labor laws (%)	100.0	100.0	100.0	