

Social Data

2-7

Human Resources

2-7,401-1,401-3,403-9,403-10,404-1,404-3,405-1,405-2

► Human Resources Data

		2020	2021	2022	Coverage
Number of full-time employees	Male	10,436	10,302	10,397	Unicharm Group
		6,229	6,006	5,809	
		16,665	16,308	16,206	
	Female	2,690	2,663	2,617	
		617	635	640	
		3,307	3,298	3,257	
	Japan	7,746	7,639	7,780	
		5,612	5,371	5,169	
		13,358	13,010	12,949	
Percentage of full-time employees (%)	Male	58.1	60.0	59.0	Unicharm Corporation
	Female	48.2	48.2	46.7	
	Total	54.0	55.0	53.9	
Number of contract employees	Male	7,529	6,858	7,238	Unicharm Group
		6,693	6,465	6,639	
		14,222	13,323	13,877	
	Female	796	816	843	
		649	605	676	
		1,445	1,421	1,519	
	Japan	6,733	6,042	6,395	
		6,044	5,860	5,963	
		12,777	11,902	12,358	
Percentage of contract employees (%)	Male	41.9	40.0	41.0	Unicharm Corporation
	Female	51.8	51.8	53.3	
	Total	46.0	45.0	46.1	
Number of managerial employees	Male	1,219	1,223	1,192	Unicharm Group
		365	355	361	
		1,584	1,578	1,553	
	Female	522	535	536	
		90	90	90	
		612	625	626	
	Japan	697	688	656	
		275	265	271	
		972	953	927	

		2020	2021	2022	Coverage
Average age of employees	Male	41.1	41.1	42.8	Full-time employees of Unicharm Corporation
	Female	38.3	38.4	38.7	
	Total	40.3	40.3	41.9	
Average length of service (years)	Male	16.0	16.1	15.4	
	Female	12.4	12.7	12.2	
	Total	15.0	15.1	14.6	
Employee turnover rate (%)	Male	2.0	2.0	3.0	
	Female	2.0	2.8	5.0	
	Total	2.0	2.2	3.5	

		2020	2021	2022	Coverage
Number of new graduate hires	Male	37	31	25	Full-time employees of Unicharm Corporation
	Female	18	24	16	
	Total	55	55	41	
Turnover rate of employees with less than 3 years of service who started as new graduates (%)	Male	4.3	5.8	7.5	
	Female	2.3	5.3	3.6	
	Total	3.8	5.7	6.0	
Recruitment cost per employee (yen)		1,337,682	1,392,800	1,924,620	Unicharm Corporation
Starting salary of new graduate employees – Master's degree (yen)		226,000	226,000	226,000	
Starting salary of new graduate employees – Bachelor's degree (yen)		210,000	210,000	210,000	

Note: Adjustable Starting Salary System (starting salary increases by up to ¥15,000 for employees who have passed the Microsoft Office Specialist (MOS), TOEIC, or marketing exams).

► Utilization and Development of Human Resources

	2020	2021	2022	Coverage
Percentage of employees who regularly receive assessment reviews for career development (%)	100.0	100.0	100.0	Unicharm Corporation

	2020	2021	2022	Coverage
Number of employees participating in the in-house internship program	20	32	26	Unicharm Corporation
Number of employees participating in the career challenge internship program	12	17	26	

	2020	2021	2022	Coverage
Succession preparedness rate (%)	203.3	208.3	201.6	Unicharm Corporation employees

	2020	2021	2022	Coverage
Number of employees participating in the Strategy Secretary to CEO program	6	7	6	Unicharm Group

	2020	2021	2022	Coverage
Total training hours allocated to employee skill development	24,045	45,018	49,824	Unicharm Corporation
Total training costs allocated to skills-enhancing training (thousand yen)	40,000	42,000	84,000	
Training hours per employee	16	31	35	
Training costs per employee (yen)	27,285	28,669	58,618	

	2020	2021	2022	Coverage
Percentage of employees who responded to the employee awareness survey (%)	100.0	100.0	100.0	Unicharm Group*1
Percentage of positive responses for the "Growth through Work" section of the survey (%)	83.2 (Japan)	81.4 (Japan)	89.2	
Average score on a five-point scale on the level of satisfaction section of the employee awareness survey	4.16 (Japan)	4.07 (Japan)	4.39	

*1 Results for 2022 cover all Group companies

	2020	2021	2022	Coverage
Percentage of scrum teams holding Reading Session of Integrated Report*2 (%)	—	100.0	100.0	Unicharm Group

*2 Held since 2021

► Diversity and Inclusion

		2020	2021	2022	Coverage
Percentage of female employees (%)	Japan	18.7	19.3	19.6	Unicharm Group
	Overseas	42.0	41.3	39.9	
	Total	37.4	36.8	35.8	
Percentage of female managers (%)	Japan	14.7	14.4	14.4	
	Overseas	28.3	27.8	29.2	
	Total	23.0	22.5	23.2	
Number of female executives	Japan	2	2	2	
	Overseas	16	14	12	
	Total	18	16	14	
Percentage of female executive officers (%)		3.6	3.7	3.4	

	2020	2021	2022	Coverage
Ratio of basic remuneration amount of starting salaries by gender (female employees:male employees)*3	100:100	100:100	100:100	Unicharm Corporation employees
Ratio of basic remuneration amount by gender (female employees:male employees)*3	100:124	100:124	100:123	
Ratio of total remuneration amount by gender (female employees:male employees)*3	100:139	100:140	100:139	

*3 Remuneration is determined in the same manner for male and female employees. The disparity is due to differences in tenure, position, rank, and other factors.

	2020	2021	2022	Coverage
Percentage of locally hired employees in management positions (general manager and above) (%)	43.0	45.5	52.2	Unicharm Group's overseas subsidiaries

		2020	2021	2022	Coverage
Number of mid-career hires	Male	22	20	14	Full-time employees of Unicharm Corporation
	Female	26	27	29	
	Total	48	47	43	
Percentage of mid-career hires in management positions (%)		26.6	29.1	29.1	

	2020	2021	2022	Coverage
Average annual employment rate of people with disabilities (%)	2.2	2.2	2.1	Unicharm Corporation

	2020	2021	2022	Coverage
Rehiring rate of retired employees (%)	83.8	84.0	92.9	Unicharm Corporation
Hiring rate of retired employees seeking reemployment (%)	100.0	100.0	100.0	

► Development of Workplace Environments

	2020	2021	2022	Coverage
Percentage of paid leave taken (%)	56.7	57.7	56.5	Unicharm Corporation
Total working hours per employee	1,970.0	1,992.3	2,000.2	
Percentage of employees utilizing the remote work system (%)	49	58	57	

	2020	2021	2022	Coverage
Number of employees using the Second Job System	34	36	56	Unicharm Corporation

		2020	2021	2022	Coverage
Number of employees using the Childcare Leave System	Male	51	71	77	Unicharm Corporation Unicharm Products Co., Ltd.
	Female	67	89	51	
	Total	118	160	128	
Percentage of employees taking paid childcare leave (%)	Male	76.1	91.0	94.7	
	Female	100.0	100.0	100.0	
	Total	88.1	95.5	95.8	
Percentage of employees taking Moony Childcare Involvement Leave* (%)	Male	91.3	85.7	93.2	
Number of employees returning to work after childcare leave	Male	51	71	77	
	Female	23	24	32	
	Total	74	95	109	
Percentage of employees returning to work after childcare leave and percentage of employees returning to work within 12 months (%)	Male	100.0	100.0	100.0	
	Female	100.0	100.0	97.0	
	Total	100.0	100.0	99.1	
Number of employees using the shortened work hours system for childcare	Male	0	0	0	
	Female	48	49	43	
	Total	48	49	43	
Number of employees using the nursing care leave system	Male	2	1	1	
	Female	1	1	2	
	Total	3	2	3	

* Unicharm Corporation

	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	

► Occupational Safety and Health

	Industry average (for manufacturing sector in 2021)	2020	2021	2022	Coverage
Number of violations of the Industrial Safety and Health Act	—	0	0	0	Unicharm Corporation employees
Number of fatal workplace accidents	—	0	0	0	
Number of workplace accidents resulting in inability to work*1	—	0	0	0	
Workplace accident frequency rate*2	1.31	0.45	0.22	0.22	
Workplace accident severity rate*3	0.06	0.00	0.00	0.00	

*1 Workplace accidents resulting in inability to work: Permanent inability to work or undertake certain tasks

*2 Workplace accident frequency rate = Number of workplace accident occurrences ÷ Total number of working hours × 1 million hours

*3 Workplace accident severity rate = Number of lost working days ÷ Total working hours × 1,000 hours

Occupational Safety and Health Education and Training

Target	Details	Number of participants in 2022	Coverage
Newly appointed leaders	Education on occupational health and safety, including leader training, as required by law	14	Unicharm Products Co., Ltd.
Employees who have yet to be assigned to their respective departments and those with new roles	Education and training on occupational health and safety for new employees who have yet to be assigned to their respective departments and for employees with new roles	84	

	2020	2021	2022	Coverage
Percentage of employees receiving health checkups (%)	100.0	100.0	100.0	Unicharm Corporation
Percentage of employees who underwent stress checks (%)	93.5	94.4	98.2	
Number of employees who participated in mental health training	1,739	1,785	1,934	
Number of employees on mental health leave	3	6	4	