

Social Data

Customer Satisfaction

Customer Satisfaction

	2021	2022	2023	Coverage
Customer satisfaction level (%)	88.0	87.9	91.8	Unicharm Corporation

Human Rights

Number of Audits and Evaluations of Unicharm Group Factories

		2021	2022	2023	Coverage
No. of Audits		1	6	4	Unicharm Group
No. of Issues Identified	Business Critical	0	0	0	
	Critical	0	13	10	
	Major	0	86	19	
	Minor	1	36	14	
	Total	1	135	43	

Human Resources

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

Human Resources Data

		2021	2022	2023	Coverage	
No. of full-time employees	Male	10,302	10,397	10,312	Unicharm Group	

		Female	6,006	5,809		5,911
	Total		16,308	16,206		16,223
	Japan	Male	2,663	2,617		2,569

		Female	635	640		652
	Total		3,298	3,257		3,221
	Overseas	Male	7,639	7,780		7,743

Female		5,371	5,169	5,259		
Total		13,010	12,949	13,002		
Percentage of full-time employees (%)	Male	60.0	59.0	60.5		

	Female	48.2	46.7	48.4		
	Total		55.0	53.9	55.5	
No. of contract employees	Male	6,858	7,238	6,725	Unicharm Group	

		Female	6,465	6,639		6,295
	Total		13,323	13,877		13,020
	Japan	Male	816	843		829

		Female	605	676		595
	Total		1,421	1,519		1,424
	Overseas	Male	6,042	6,395		5,896

Female		5,860	5,963	5,700		
Total		11,902	12,358	11,596		
Percentage of contract employees (%)	Male	40.0	41.0	39.5		

	Female	51.8	53.3	51.6		
	Total		45.0	46.1	44.5	

		2021	2022	2023	Coverage	
No. of managerial employees	Male	1,223	1,192	1,178	Unicharm Group	
	Female	355	361	386		
	Total	1,578	1,553	1,564		
	Japan	Male	535	536		521
		Female	90	90		95
		Total	625	626		616
	Overseas	Male	688	656		657
		Female	265	271		291
		Total	953	927		948

		2021	2022	2023	Coverage
Ratio of Japanese to overseas management employees (%)	Japan	39.6	40.3	39.4	Unicharm Group
	Overseas	60.4	59.7	60.6	

		2021	2022	2023	Coverage
Average age of employees	Male	41.1	42.8	41.4	Full-time employees of Unicharm Corporation
	Female	38.4	38.7	38.2	
	Total	40.3	41.9	40.6	
Average length of service (years)	Male	16.1	15.4	17.5	
	Female	12.7	12.2	12.6	
	Total	15.1	14.6	16.3	
Employee turnover rate (%)	Male	2.0	3.0	2.2	
	Female	2.8	5.0	3.4	
	Total	2.2	3.5	2.5	

		2021	2022	2023	Coverage
No. of new graduate hires	Male	31	25	43	Full-time employees of Unicharm Corporation
	Female	24	16	17	
	Total	55	41	60	
Turnover rate of employees with less than 3 years of service who started as new graduates (%)	Male	5.8	7.5	8.1	
	Female	5.3	3.6	5.5	
	Total	5.7	6.0	7.2	
Recruitment cost per employee (yen)	1,392,800	1,924,620	1,450,000	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		

* Adjustable Starting Salary System (starting salary increases by up to ¥15,000 for employees who have passed the Microsoft Office Specialist (MOS), TOEIC, marketing exams, or other certification programs prior to joining the Company)

Development and Utilization of Human Resources

▶ Programs for Realizing the Career Vision of Young Employees

	2021	2022	2023	Coverage
No. of employees participating in the in-house internship program	32	26	28	Unicharm Corporation
No. of employees participating in the career challenge internship program	17	26	25	

▶ Strengthening Employee Engagement Through Reading Session of Integrated Report

	2021	2022	2023	Coverage
Percentage of scrum teams holding Reading Session of Integrated Report (%)	100	100	100	Unicharm Group

▶ Succession Planning

	2021	2022	2023	Coverage
Succession preparedness rate (%)	208.3	201.6	219.1	Unicharm Corporation employees
No. of employees participating in the Strategy Secretary to CEO program	7	6	6	Unicharm Group
Cumulative number of employees who have participated in the Strategy Secretary to CEO program	45	51	57	

▶ Employee Survey

	2021	2022	2023	Coverage
Percentage of employees who responded to the employee awareness survey (%)	100	100	100	Unicharm Group
Percentage of positive answers received for the "Growth Through Work" section of the employee awareness survey (%)	81.4 (Japan)	89.2	88.7	
Average score on a five-point scale on the level of satisfaction section of the employee awareness survey	4.07 (Japan)	4.39	4.42	

* Results for fiscal 2022 cover all Group companies.

▶ Time and Costs Allocated to Skill Development Training Programs

	2021	2022	2023	Coverage
Total training hours allocated to employee skill development	45,018	49,824	50,503	Unicharm Corporation
Total training costs allocated to skill development training (thousand yen)	42,000	84,000	75,310	
Training days per employee	3.9	4.4	3.5	
Training hours per employee	31	35	28	
Training cost per employee (yen)	28,669	58,618	42,119	

▶ Implementing Second Job System

	2021	2022	2023	Coverage
No. of employees using the Second Job System	36	56	59	Unicharm Corporation

▶ Career Development Evaluations

	2021	2022	2023	Coverage
Percentage of employees who regularly receive assessment reviews for career development (%)	100	100	100	Unicharm Corporation

Diversity and Inclusion

▶ Promotion of Women's Empowerment

	2021	2022	2023	Coverage
Percentage of female employees (%)	36.8	35.8	36.4	Unicharm Group
Percentage of female managers (%)	22.5	23.2	24.7	
Percentage of female executive officers (%)	3.7	3.4	3.6	
No. of female executives (Japan)	2	2	2	
No. of female executives (overseas)	14	12	10	

▶ Hiring Employees of Diverse Nationalities and Promoting Them to Management Positions

	2021	2022	2023	Coverage
Percentage of locally hired employees in management positions (general manager and above) at overseas subsidiaries (%)	45.5	52.2	52.3	Unicharm Group's overseas subsidiaries

▶ Hiring Experienced Personnel and Promoting Them to Management Positions

	2021	2022	2023	Coverage
No. of mid-career hires	47	43	43	Full-time employees of Unicharm Corporation
Percentage of mid-career hires in management positions (%)	29.1	29.1	33.5	

▶ Expanding Our Recruitment of People with Disabilities

	2021	2022	2023	Coverage
Average annual employment rate of people with disabilities (%)	2.2	2.1	2.2	Unicharm Corporation

▶ Creating a Workplace for People of All Life Stages

	2021	2022	2023	Coverage
Rehiring rate of retired employees (%)	84.0	92.9	86.2	Unicharm Corporation
Hiring rate of retired employees seeking reemployment (%)	100	100	100	

▶ System for Determining Fair Evaluation and Compensation

	2021	2022	2023	Coverage
Ratio of basic remuneration amount of starting salaries by gender (female : male)	100:100	100:100	100:100	Unicharm Corporation employees
Ratio of basic remuneration amount by gender (female : male)	100:124	100:123	100:129	
Ratio of total remuneration amount by gender (female : male)	100:140	100:139	100:137	

Note: 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.

▶ Moony Childcare Support System

	2021	2022	2023	Coverage
No. of employees taking Moony Childcare Leave	160	128	140	Unicharm Corporation
Percentage of employees taking Moony Childcare Leave (%)	95.5	95.8	96.1	
Percentage of male employees taking Moony Childcare Leave (%)	91.0	94.7	100	Unicharm Products Co., Ltd.
Percentage of employees taking Moony Childcare Involvement (%)	85.7	93.2	83.7	Unicharm Corporation

Employee Health

▶ Creating Vibrant and Healthy Working Environments

	2021	2022	2023	Coverage
Percentage of employees utilizing the remote work system (%)	58.0	57.0	52.0	Unicharm Corporation

▶ Encouraging the Taking of Paid Leave

	2021	2022	2023	Coverage
Percentage of paid leave taken (%)	57.7	61.8	71.2	Unicharm Corporation

▶ Appropriate Management of Working Hours

	2021	2022	2023	Coverage
Total working hours per employee	1,992.3	2,000.2	1,966.6	Unicharm Corporation

▶ Annual Health Checkups

	2021	2022	2023	Coverage
Percentage of employees receiving health checkups (%)	100	100	100	Unicharm Corporation

▶ Mental Health Measures

	2021	2022	2023	Coverage
Percentage of employees who underwent stress checks (%)	94.4	98.2	99.5	Unicharm Corporation
No. of employees who participated in mental health training	1,785	1,934	1,944	
No. of employees on mental health leave	7	7	9	

▶ Presenteeism and Absenteeism

	2021	2022	2023	Coverage
Presenteeism*1 (%)	—	14.3	15.2	Unicharm Corporation
Absenteeism*2 (%)	—	0.493	0.733	

*1 Measured using Single-Item Presenteeism Question (SPQ) developed by the University of Tokyo

*2 Sick leave days rate = Total number of sick leave days including weekends and holidays ÷ (Number of employees × 365) × 100

Occupational Health and Safety

▶ Occupational Health and Safety

	Manufacturing Industry Average (Fiscal 2022)	2021	2022	2023	Coverage
No. of violations of the Industrial Safety and Health Act	—	0	0	0	Unicharm Corporation employees
No. of fatal workplace accidents	—	0	0	0	
No. of workplace accidents resulting in inability to work*3	—	0	0	0	
Workplace accident frequency rate*4	1.25	0.22	0.22	0.22	
Workplace accident severity rate*5	0.08	0.00	0.00	0.02	

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

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

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

▶ Occupational Health and Safety Education and Training

Target	Details	No. of Participants in Fiscal 2023	Coverage
Newly appointed leaders	Education on occupational health and safety, including leader training, as required by law	92	Unicharm's production sites in Japan
Employees prior to the assignment to their respective departments or changing roles	Education and training on occupational health and safety for new employees prior to the assignment to their respective departments and for employees changing roles	90	

Supply Chain Management

▶ Human Rights Risk Assessment Results for Fiscal 2023

		Percentage of Suppliers Using the Sedex Platform (%)	Percentage of Suppliers Sharing Inherent Risk Score (%)	Percentage of Suppliers Sharing Site Characteristic Risk Score (%)	Coverage
Personal care products	Material suppliers	81.0	72.0	56.8	Unicharm Group
	Contract manufacturers	66.2	63.6	39.0	
Pet care products	Contract manufacturers	65.8	65.8	44.7	
	Total	77.4	70.2	53.0	

▶ Supplier Audits: Number of Audits and Evaluations

	2021	2022	2023	Coverage	
No. of Audits	50	31	26	Unicharm Group	
No. of Issues Identified	Business Critical	0	1		1
	Critical	29	41		32
	Major	181	182		111
	Minor	95	109		44
Total	305	333	188		